



Program Book

COALITION OF STATE RHEUMATOLOGY ORGANIZATIONS
2013 STATE SOCIETY ADVOCACY CONFERENCE
SEPTEMBER 28, 2013
HILTON ROSEMONT
ROSEMONT, IL

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Dear CSRO attendees,

It is my pleasure to welcome you to the 2013 CSRO State Society Advocacy Conference. Our event will kick off with a Welcome Reception on Friday evening for all attendees followed by an Attendee Dinner for all non-industry attendees at Gibson's Steakhouse, located just down the block.

Our program will focus on state Rheumatology policy issues such as identifying and advancing state legislative priorities, growth strategies for state Rheumatology Societies, and strategies for effective advocacy. We have an exciting faculty for our program. Our agenda will begin with Lawrence VanHorn, PhD, MPH, MBA, Associate Professor of Management and Executive Director of Health Affairs at Vanderbilt University. He will present a macroview of the risks facing the U.S. health care industry. We will then focus on our state issues and priorities with an exciting faculty and panel discussions.

We hope you will find our program stimulating and interesting and take home valuable information that will help to push forward your state Rheumatology Organizations.

Sincerely,

Michael Schweitz, MD
President, Coalition of State Rheumatology Organizations

The Coalition of State Rheumatology Organizations (CSRO), founded in 2003, is comprised of 30 state and regional professional Rheumatology Societies whose mission is to advocate for excellence in Rheumatologic disease care and to ensure access to the highest quality care for the management of Rheumatologic and Musculoskeletal diseases.

As an organization, CSRO strives to achieve the following objectives:

- Promote state Rheumatology Society activities that advocate access to the highest quality medical care for rheumatic disease patients with autoimmune inflammatory and degenerative diseases.
- Assist state or regional organizations to become formalized societies and provide leadership on Rheumatologic and Musculoskeletal health issues through advocacy, awareness, communications, education, and sharing of research with respect to Rheumatologic and Musculoskeletal diseases.
- Provide a network for state societies to exchange information regarding issues that pertain to the delivery of high quality care to rheumatic disease patients.
- Educate insurers, government officials, corporations and other entities of the impact and importance of Rheumatic diseases and Rheumatologic care when considering policy/procedural changes affecting that care.
- Provide a forum for its members or their state regional professional organizations to create and advance a Rheumatologic and Musculoskeletal health agenda at private, public, and political levels.
- Collaborate with patient organizations and other public and private organizations where appropriate in order to achieve the above-stated objectives.

CSRO hosts annual federal and state advocacy conferences. CSRO began holding its Federal Advocacy Conference in conjunction with the Alliance of Specialty Medicine meeting in the summer of 2010. Representatives from CSRO-affiliated organizations gather to learn about current federal legislative and regulatory issues from experts and government officials then visit with their U.S. Congresspersons on the Hill. CSRO's State Society Advocacy Conference, held in the fall, focuses on top state Rheumatology policy issues and successful state advocacy strategies, as well as providing guidance on how to strengthen state Rheumatology Organizations.

In addition, CSRO has been hosting an annual Fellows Conference since 2006, educating Fellows on the opportunities in the private practice of Rheumatology.

Registration/Information Desk Hours

Location: Grand Ballroom Foyer

Friday, September 27, 2013 5:00 p.m. – 8:00 p.m.

Saturday, September 28, 2013 7:00 a.m. – 4:00 p.m.

Board Meeting

Location: Armstrong

Friday, September 27, 2013 2:00 p.m. – 5:00 p.m.

Annual Business Meeting

Location: Salon I

Saturday, September 28, 2013 4:30 p.m. – 5:00 p.m.

Evening Functions**Welcome Reception**

Date: Friday, September 27, 2013

Time: 6:30 p.m. – 8:00 p.m.

Location: Lindbergh

Attire: Business Casual

Network with fellow CSRO SSAC attendees at this welcoming event. See old friends and meet new faces while enjoying hors d'oeuvres.

Attendee Dinner

Date: Friday, September 27, 2013

Time: 8:00 p.m.

Location: Gibson's Bar & Steakhouse

Attire: Business Casual

Non-industry speakers and attendees are invited to attend a dinner on Friday night at Gibson's, located at 5464 N. River Road, Rosemont, IL 60018, within walking distance of the Hilton Rosemont.

All sessions will be located in Salon I unless otherwise noted
Speakers and times are subject to change

Friday, September 27, 2013

5:00 p.m. – 8:00 p.m. Registration/Information Desk Open
Location: Grand Ballroom Foyer

2:00 p.m. – 5:00 p.m. Board Meeting
Location: Armstrong

6:30 p.m. – 8:00 p.m. Welcome Reception
Location: Lindbergh

8:00 p.m. Attendee Dinner
Location: Gibson's Bar & Steakhouse
The CSRO Board Members welcome all non-industry speakers and attendees.

Saturday, September 28, 2013

7:00 a.m. – 4:00 p.m. Registration/Information Desk Open
Location: Grand Ballroom Foyer

7:00 a.m. – 8:00 a.m. Breakfast
Location: Lindbergh

8:00 a.m. – 8:30 a.m. Welcome
Michael Schweitz, MD

8:30 a.m. – 9:30 a.m. Health Care Math and the Risks Facing the U.S. Health Care Industry
R. Lawrence Van Horn, PhD, MPH, MBA

9:30 a.m. – 10:30 a.m. Practice Management and Payer Reform: Top Priorities for Rheumatologists
Catherine Hanson, JD
Carolyn Metnick, JD

10:30 a.m. – 10:45 a.m. Break
Location: Lindbergh

10:45 a.m. – 11:30 a.m. The Power of Engagement to Drive Physician Advocacy
Peter A. Anthony

- 11:30 a.m. – 12:30 p.m. Effective Growth Management Strategies for State Rheumatology Associations**
Michael Schweitz, MD
David Mandel, MD, FACR, CCD
James Jenkins, PhD, MPH
- 12:30 p.m. – 1:30 p.m. Luncheon Presentation:**
Physician Leadership and Independent Practice: Strategies for Organization, Advocacy and Development
Bryan N. Becker, MD, MMM, FACP, FNKF
- 1:30 p.m. – 2:30 p.m. Roundtable: State Legislative Issues, Update and 2014 Forecast**
Moderator: *Michael Stevens, MD*
Panelists: *Melia Becker*
Robert Popovian, PharmD, MS
Elizabeth Schumacher, JD
- 2:30 p.m. – 3:45 p.m. Collaborating with State Partners and Key Stakeholders to Advance Common State Policy Issues**
Moderator: *Gregg Schimizzi, MD*
Panelists: *Kai Sternstein, JD*
Patricia Kolodzey
Dianne Bricker
Lisa Albany, JD
- 3:45 p.m. – 4:00 p.m. Break**
Location: Lindbergh
- 4:00 p.m. – 4:30 p.m. Advocacy 101 Training**
Amanda Chesley, JD
Steve Marmaras
Elizabeth Schumacher, JD
- 4:30 p.m. – 5:00 p.m. Annual CSRO Business Meeting**
- 5:00 p.m. Adjourn**

Physician Leadership and Independent Practice: Strategies for Organization, Advocacy and Development

Brian N. Becker, MD

Martha Welby was eight years out of residency. She became interested in medicine when she was eight years old and saw her grandmother diagnosed with PSS and developed multiple complications over time. After Martha finished medical school at Kyle State University where she ultimately was the class leader for the student-run free clinic downtown, she chose to go into Internal Medicine. She entered her Internal Medicine Residency at Granger still with the thought that she would do something with her future work that would intersect with what she saw as a child.

At Granger, Martha stood out for her calm demeanor, strong knowledge base, willingness to go the extra mile for her patients and a streak of independence. Even as a junior resident, she commanded respect, organizing the Resident study sessions, developing programs for shared services that house officers could access for help, and representing the housestaff on the Granger Medical Staff.

Martha's chairman thought highly enough of her to name her as a Chief Medicine Resident and following that year, she went into a Rheumatology fellowship that ended up being one clinical year and two years of research, focused on PSS.

Much to the surprise of her research mentor, Martha chose to move into private practice upon completing her fellowship. She had been productive by any standard, publishing four papers and identifying two highly unique findings in her work that had piqued the interest of two start-up companies who were interested in linking their therapeutic portfolio to new targets. But Martha felt more comfortable focusing on patient care.

Dr. Welby took a position in an eight-person multi-specialty group three states away. Two people retired within her first 18 months and Dr. Welby was asked to take over as president of the practice, given successful growth of her own practice in such a short time and the respect she had from colleagues and staff. One year later, she helped the practice merge into a larger multi-specialty group of 57 physicians who were the premier group in the area.

As a key member of the board of the new practice group, Dr. Welby became engaged in the practice's business development even as her own practice moved to another level. Over the next several years, Dr. Welby recognized that she was comfortable in her work but still felt as if there was something else she wanted to offer the medical community and her patients. Then, she received a call from a People Dx. People Dx was a division of a large healthcare company. This division specialized in diagnostics. People Dx had purchased the rights to a number of novel diagnostic tests and wanted to discuss an opportunity with Dr. Welby based on her previous work. They were interested in taking a testing set forward for discussion at a payer and government-level for endorsement, support, and reimbursement.

Dr. Welby saw this as a potentially even broader opportunity. As she reflected back on what she saw afflict her mother, Dr. Welby saw a chance for her to advocate on behalf of her patients and positively impact the changing healthcare environment. She turned to a senior member of the practice, Dr. Stephen Ervin, for advice. At the same time, she contacted the health affairs and policy expert whom she had known at Granger to understand a bit more about a landscape that was definitely not clinical. Then Dr. Welby got a call from People Dx – would she deliver testimony at two legislative hearings in the near future?



served as Manager of State Legislative and Regulatory Issues.

Lisa P. Albany, JD, earned her Juris Doctorate from Widener University School of Law and bachelor of arts from the University of Delaware. Ms. Albany is the Assistant Director of State Policy for the American Academy of Dermatology Association. In this role, she develops and directs a comprehensive program for addressing state legislative and regulatory activities affecting dermatology nationwide. Working with state and national medical specialties, the American Medical Association, state medical societies, and patient interest groups, Ms. Albany has spent more than a decade building successful coalitions to improve patient safety. Prior to her employment with the dermatologists, Ms. Albany was employed by the American Society of Anesthesiologists where she



Peter Anthony, an innovative and creative thinker, Mr. Anthony leads the project development and marketing for CQ Roll Call, focused on new engagement solutions that address evolving markets. Changes in the consumption of media and the rapid growth of social communication were the catalyst for development of leading edge tools to facilitate conversation and actions within communities. Mr. Anthony is a recognized expert in building engagement programs for advocacy organization and he brings that expertise to driving client growth, targeting new markets and building the CQ Roll Call brand.

Additionally, he is charged with overseeing the strategic and operational aspects of the Advocacy and Engagement division, driving long-term growth and expansion into the public affairs and government relations arena. Prior to joining CQ Roll Call, Mr. Anthony was the President and CEO of Illumen, a small digital strategies and online communications firm based in Georgetown. Illumen helped usher in a new era of advocacy and online engagement, creating new tools and delivery mechanisms that allowed for greater access to advocacy across the board.



research program that identified ways to link research directly to clinical activity in the context of chronic kidney disease and transplant care. In his clinical lead role for Medicine, Dr. Becker oversaw 12 clinic sites, community-based and academic practices at UW and Meriter Hospitals, and developed new mechanisms for incentive compensation and performance management for members of the 350-plus member clinical department.

Bryan N. Becker, MD, MMM, FACP, FNKF, is Associate Vice-President for Hospital Operations for the University of Illinois Hospital and Health Sciences System (UI Health). In this role, Dr. Becker serves as the lead executive for the University of Illinois Hospital and Clinics, an academic health center in the heart of the Illinois Medical District. Dr. Becker graduated from Dartmouth College in 1984 and received his MD degree from the University of Kansas School of Medicine in 1988. Dr. Becker then pursued residency training in Internal Medicine at Duke University Medical Center and then a year of research fellowship before completing Nephrology training at Vanderbilt University Medical Center. He moved to the University of Wisconsin established an NIH-funded

Melia Becker, based in Washington, DC, Ms. Becker is responsible for the development of strategic partnerships with key external stakeholders both in the provider and patient space. Building on the company's positions, Ms. Becker plays a key role in helping the internal and external partners understand the policy environment, executing strategies to assess and shape policies impacting the patients we serve. Ms. Becker's team is responsible for National Advocacy initiatives across the J&J North American Pharmaceutical portfolio.



Dianne Bricker has focused her entire career on health care, most recently with America's Health Insurance Plans (AHIP), a Washington, DC-based national trade association representing companies that provide health and supplemental benefits to more than 200 million Americans through employer-sponsored coverage, the individual insurance market, and public programs such as Medicare and Medicaid. AHIP advocates for public policies that expand access to affordable health care coverage to all Americans through a competitive marketplace that fosters choice, quality, and innovation. As a Regional Director in the State Affairs Department, Ms. Bricker works with member companies, state insurance associations, and others to advance industry goals in the legislative and regulatory arenas.

Her region comprises 11 states in the Southwest. Prior to joining AHIP, Dianne worked for the Medical Society of the District of Columbia as Director of Health Policy and Advocacy.



Amanda B. Chesley, JD, is a Legislative Attorney and Associate Director with WJ Weiser & Associates, Inc. Ms. Chesley graduated magna cum laude with a Bachelor of Science degree in Political Science and History from Southern Illinois University at Edwardsville in 2001. Pursuing her interest in legislation, she completed the Illinois Legislative Staff Graduate Internship Program through the University of Illinois at Springfield in 2003. She handled a wide range of public health, human services, and aging issues while serving as a Legislative Analyst for the Illinois House Minority Leader at the state capitol for two and a half years. Subsequently, Ms. Chesley worked for over four years as a Legislative Liaison for the Institute of Real Estate Management (IREM), an affiliate of the National Association of Realtors, in Chicago, Illinois.

Ms. Chesley earned her Juris Doctorate and a Certificate in International and Comparative Law from DePaul University College of Law in Chicago, Illinois, in 2009. Her most recent position prior to joining WJ Weiser was as an Associate Attorney at the law firm of Urgo & Nugent, Ltd., in Chicago, Illinois, where she focused on litigation for over two years. She joined WJ Weiser in 2012 as a Legislative Attorney and also serves as Associate Director to the Coalition of State Rheumatology Organizations (CSRO), Ohio Association of Rheumatology (OAR), and Rheumatology Alliance of Louisiana (RAL).



Catherine I. Hanson, JD, is a nationally recognized health care attorney who concentrates her practice on helping physicians and their related organizations navigate the changes required by the evolving health care delivery and payment system, including ACOs, new payment models, clinical integration, and evolving physician employment arrangements, and physician practice automation, including the HIPAA Privacy, Security, and Transaction Rules. From July 2007 – January 2013, Ms. Hanson was Vice President of the AMA's Private Sector Advocacy and Advocacy Resource Center unit. PSA/ARC has responsibility for state legislation and private sector matters including physician practice management and third party payer issues. Prior to assuming this role in July 2007, she had served as Vice President and General Counsel of the California Medical Association since 1986.

Ms. Hanson is a past President of the California Society for Health Care Attorneys, a past President of the American Society of Medical Association Counsel, and a current member of those associations as well as the American Health Lawyers Association and the American Bar Association Health Law Section.



James Jenkins, PhD, MPH, is Chief Executive Officer of Pacific Arthritis Care Center, a group Rheumatology practice in Los Angeles. He is also President of rheumRx Inc., a Rheumatology consulting firm and Executive Director of the California Rheumatology Alliance. He is a Certified Medical Practice Executive and has served on numerous committees of the American College of Rheumatology.

He received a PhD in Health Services and an Executive MPH in Health Policy and Management from the Fielding School of Public Health at UCLA, where he is an occasional guest lecturer. Dr. Jenkins also has a BS in Biology from Loyola Marymount University.

Patricia Kolodzey has more than 30 years of health care and insurance experience. She has been part of the Texas Medical Association (TMA) lobby team since September 2007. Her primary lobby focus is to advocate for insurance and managed care reforms on behalf of Texas physicians and patients. When the Texas Legislature convenes and during the legislative interim, she provides guidance on comments and testimony to pertinent committees of the Texas Legislature, as well as before the state regulatory agencies such as the Texas Health and Human Services Commission and the Texas Department of Insurance. She also represents the association in the regulatory arena as policy staff support for physician members for various agency stakeholder workgroups.

Ms. Kolodzey was a key lobbyist for the Texas Hospital Association for ten years in the policy areas of the uninsured, Medicaid, insurance, and managed care. She then became a pre-payment specialist in the Surveillance and Utilization Review Unit for the Texas Medicaid Program at National Heritage Insurance Company. She gained commercial insurance market experience with Travelers HMO/PPO as a senior patient care coordinator and with PCA Health Plans and FirstCare, both Texas based plans. While at PCA and FirstCare, she was responsible for implementing Medicaid and Medicare risk products and ensuring health plan contract compliance.

She received her bachelor of science in nursing from the University of Texas Health Science Center at Houston in 1978. She then practiced clinical nursing at the University of Texas MD Anderson Cancer Center. While at MD Anderson, she held the positions of operating room head nurse for the Neuro and Orthopedic Surgery Department and Clinician III Specialist in the surgical ICU.



David R. Mandel, MD, FACR, CCD, has been providing care to patients in adult Rheumatology in Northeast Ohio since 1982. His practice has been actively involved in many different professional activities that include participation in research trials with many new emerging therapies in Rheumatoid, Osteoarthritis, Osteoporosis, Gout, Fibromyalgia and Dupuytren's disease. Dr. Mandel has written many articles on these topics. As the former President and Board Member of the Ohio Association of Rheumatology and a Board Member of the Coalition of State Rheumatology Organizations, he passionately advocates on behalf of patients with rheumatic diseases to educate government officials and insurance payers regarding the importance of understanding the many needs and services of the arthritis patient that are appropriate for care and reimbursement. Additional interests have centered in the use of new imaging modalities. He and his staff are certified in bone densitometry. He is trained in the use of musculoskeletal ultrasound and is a member of the International Society of Musculoskeletal Imaging. His practice initiated, more than 16 years ago, an annual event called the 'Walk/Run for Stronger Bones' to educate the community about the importance of early diagnosis and treatment for osteoporosis, and has since received many accolades and citations.



Stephen Marmaras serves as Manager, State and National Advocacy in Washington, DC at the Global Healthy Living Foundation (GHLF). At the GHLF Stephen advocates for improved access to care by educating the community about the importance of diagnosis, early and innovative medical intervention, long-term lifestyle improvement, and therapeutic compliance. Stephen's passion lies in innovative communication with patients, caregivers, healthcare providers and other stakeholders. This includes social media and mobile media – leveraging new technology to address old paradigm healthcare problems. Prior to joining the GHLF Stephen worked at the Biotechnology Industry Organization (BIO) where he was Coordinator, Health Policy – Vaccines, Immunotherapeutics, and Diagnostics. Previously at BIO he was in State Government Relations – Alliance Development. Stephen graduated with a Bachelor of Arts in Communications from Purdue University.



Carolyn V. Metnick, JD, is an associate in the Chicago office of Barnes & Thornburg LLP and a member of the firm's Health care Department. Ms. Metnick's practice consists of counseling health care clients on corporate governance and in transactions, including mergers, acquisitions and other reorganizations, and advises clients on health care regulatory matters such as HIPAA as well as counseling health care clients in disputes involving contract law, covenants not to compete, and business torts, among other issues. She received her BA in political science from the University of Chicago in 2000 and earned her JD in 2003 from Santa Clara University. She earned her LLM in health law from Loyola University Chicago School of Law and is currently an adjunct instructor teaching "Law and the Health Care System" to Master's students at the University of Illinois at Chicago School of Public Health.

Ms. Metnick was selected as an Illinois "Rising Star" in health law by *Super Lawyers* in 2008-2010 and again in 2013. In 2013, she was also recognized in *The National Law Journal's* "Chicago's 40 Under 40" feature, a survey of Chicago's top up-and-coming legal talent. Currently Vice-Chair of the Illinois State Bar Association's Health Care Section Council, Ms.

Metnick also serves as a Vice-chair of the American Health Lawyers Association’s Business Law and Governance practice group. A former Co-Chair of the Chicago Bar Association’s YLS Health & Hospital Law Committee, Ms. Metnick is a member of the Illinois Association of Health care Attorneys and the American Bar Association’s Health Law Section.



Robert Popovian, PharmD, MS, has published and presented extensively on the impact of pharmaceuticals and health care policies on health care costs and clinical outcomes, including authorship in *Journal of Clinical Therapeutics* and *Journal of Managed Care Pharmacy* and a published expert source in *USA Today* and *Bloomberg News*. Some of his research topics have included industry and provider interaction, academic detailing and clinical effectiveness, the cost of treating community acquired Pneumonia and Obstructive Bronchitis, and the impact of pharmaceutical capitation of primary medical groups on the health care expenditures of Medicare HMO enrollees. Dr. Popovian’s health care policy expertise includes capitation, therapeutic substitution, evidence-based medicine, step therapy, co-payment transparency, conflict of interest, health disparities, and cosmetic taxation, as well as the therapeutic areas of obesity, arthritis, pain, infectious diseases, and allergy.

Dr. Popovian completed his Doctorate in Pharmacy and Masters of Science in Pharmaceutical Economics and Policy degrees at the University of Southern California. He has also completed a residency in Pharmacy Practice/Adult Internal Medicine and Infectious Diseases at the Los Angeles County – University of Southern California Hospital and a Fellowship in Pharmaceutical Economics and Policy at University of Southern California.



Gregory F. Schimizzi, MD, graduated from Wayne State University in Detroit, Michigan before moving on to complete his medical degree at the same school. Dr. Schimizzi then began his Residency in Internal Medicine at Wayne State University Affiliated Hospitals in Detroit, Michigan before moving to complete a Residency in Rheumatology and Clinical Immunology at the University of California in Irvine, California. Dr Schimizzi has been involved with multiple organizations and was a Co-Founder of CSRO as well as from 2003-2009.



Elizabeth Schumacher, JD, is Executive Director at WJ Weiser & Associates. In her role, she manages all government and public relations activities for the company's 58 medical subspecialties and oversees association management of the Large Urology Group Practice Association (LUGPA), American Academy of Clinical Urologists (AACU), UROPAC, and all Rheumatology associations. Prior to joining WJ Weiser, Ms. Schumacher was the Director of Advocacy and Professional Relations, US Government Relations, for Pfizer, managing external relationships for ten states. Ms. Schumacher's career in health care law and policy began in 1998 when she served as Director of the University of Wisconsin' largest committee, the Health Sciences Institutional Review Board,

regulating clinical trials for regulatory and ethical compliance. More recently she was Senior Legislative Attorney for the American Medical Association, spearheading state legislative strategy on health insurance and payment reform issues for all 50 states. In this role, Ms. Schumacher was also the only health care provider representative invited by the National Association of Insurance Commissioners (NAIC) to participate in Affordable Care Act rulemaking and regulatory implementation.

Ms. Schumacher was a health care lobbyist and attorney in Madison, Wisconsin for ten years, representing physicians and non-physician providers, hospitals, dentists, managed care organizations, and long-term care entities. Ms. Schumacher received her Bachelor’s, Juris Doctorate, and LLM in Bioethics from the University of Wisconsin, Madison. She has served on various boards, including The National Kidney Foundation, Women in Government, The Transplant Foundation, The Transplant House, Gilda's Club, Junior League, and the Breast Cancer Recovery Foundation.



Mike Schweitz, MD, completed a seven year undergraduate and medical school program at the George Washington University in Washington, DC, in 1972. He completed his internal medicine training at GW and his Rheumatology Fellowship at Georgetown University in 1977. He then entered private practice in West Palm Beach, Florida. Dr. Schweitz is a partner in Arthritis and Rheumatology Associates of Palm Beach, a seven physician single specialty practice in Palm Beach County. He is Fellow of the American College of Physicians and the American College of Rheumatology. He served as a member of the Committee on Rheumatologic Care. He is a past President of the Florida Society of Rheumatology and continues to sit on its Executive Committee. He is an active member of the American Society of Clinical Rheumatology. He has served on the Board of Directors of the Arthritis Foundation at both state and local levels for many years and for the past thirty-three years has donated his time in helping to staff a free arthritis clinic for medically indigent patients in Palm Beach County.

Currently, he is president of the Coalition of State Rheumatology Organizations (CSRO), an advocacy group comprised of state and regional rheumatology societies, which he helped form in 2003. He has been an active proponent of advocacy for rheumatic diseases in the nation's capital. He is also a frequent lecturer on topics related to rheumatology and practice management. Dr. Schweitz has been recognized in "Best Doctors of South Florida" and "America's Top Physicians". His personal interests include wine collecting and wine education, as well as collecting first edition crime fiction.

Kai Sternstein, JD, is currently the Director of the AMA's Advocacy Resource Center (ARC), the state legislative arm of the AMA. In that capacity, Ms. Sternstein oversees ARC staff attorneys' development and execution of strategies for achieving AMA goals through state legislation and regulation. To achieve its goals, the ARC not only develops strategic collaborations aimed at influencing external policy-making organizations (such as National Association of Insurance Commissioners), but also tailors solutions to the political, economic, and health care environments of the individual states in close consultation and partnership with state and national medical specialty societies. The ARC's work is focused on issues such as state health system reform implementation, reforming Medicaid, private payer reform, medical liability reform, scope of practice, protecting the patient-physician relationship, public health improvement, and other critical physician business and ownership issues. In her ten years with the ARC, Ms. Sternstein has been involved in a wide range of activities, including the development of state advocacy tools such as the AMA Economic Impact Study and the AMA Geomapping Initiative, as well as the AMA's Scope of Practice Partnership. Ms. Sternstein received her undergraduate degree at Southern Methodist University in Dallas, TX, and her law degree at IIT-Chicago Kent College of Law in Chicago, IL. Prior to coming to the AMA, Ms. Sternstein practiced law for close to six years as a litigator, including over half of that time at one of Chicago's oldest medical malpractice defense firms.



Michael Stevens, MD, graduated from Boston University School of Medicine in 1985 and immediately began his Residency at Kaiser Permanente Medical Center in San Francisco. He completed his Residency in 1988 and began his Fellowship in Rheumatology at the University of California San Francisco Medical Center, finishing in 1990. Dr. Stevens is affiliated with Mill-Peninsula Medical Group, Mills-Peninsula Physician Network and Sutter Medical Network and is has been certified by the American Board of Internal Medicine for 22 years in Internal Medicine and 21 years in Rheumatology. His clinical interests are focused around autoimmune diseases and disorders.



R. Lawrence Van Horn, PhD, MPH, MBA, is Associate Professor of Economics and Management and Executive Director of Health Affairs at Vanderbilt University's Owen Graduate School of Management, where he oversees the Health Care MBA and Master of Management in Health Care programs. His research has appeared in leading academic journals. In addition to his academic duties, Dr. Van Horn is a regular speaker on health care economics and policy for corporate clients across the country. He also writes the "Second Opinion" blog for Forbes.com, which offers a fresh take on the business of health care. Dr. Van Horn holds a PhD from the University of Pennsylvania's Wharton School.



COALITION OF STATE RHEUMATOLOGY ORGANIZATIONS

Thank You to Our
CSRO Corporate Members:



Bristol-Myers Squibb



SAVE THE DATE

CSRO FELLOWS CONFERENCE
FEBRUARY 21-22, 2014

WESTIN SAN FRANCISCO MARKET STREET
SAN FRANCISCO, CALIFORNIA

