Tackling Tough Issues Together

On behalf of CMS and the CMS Rural Health Council, we thank you for joining us at today’s CMS Rural Health Solutions Summit. We’re thrilled that you’ve agreed to participate in this very important dialogue. We know that rural Americans are currently more likely to live in states that have not expanded Medicaid, more likely to live in areas with fewer physicians per capita, and more likely to have difficulty accessing timely emergency care. We want to work with you to help change that.

Through ongoing efforts, including the work of the CMS Rural Health Council, we want to gain a better understanding of how our policies and programs affect rural communities. At the same time, we want to help support and develop solutions that enable rural Americans to receive high quality, coordinated, effective, and efficient care. But we can’t address the challenges and opportunities of rural communities alone.

At this Summit, we’re bringing together stakeholders from all sectors of the health care industry to discuss ways to improve access to care in rural America and support local solutions and innovations in care delivery. We hope you will leave today’s event inspired by the possibilities of tomorrow and confident that, by working together, we can achieve transformative, high-value, high-quality health care in our Nation’s rural communities.

Thank you for joining the conversation.

Cara James,  
Director, CMS Office of Minority Health  
Co-Chair, CMS Rural Health Council

John Hammarlund  
Regional Administrator, CMS  
Co-Chair, CMS Rural Health Council
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<tr>
<th>Time</th>
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| 9:00–9:15 a.m. | Welcome                                       | John Hammarlund                                                             
|              |                                               | Co-Chair CMS Rural Health Council and Regional Administrator for Seattle               |
| 9:15–9:30 a.m. | Opening Remarks                               | Andy Slavitt                                                                   
|              |                                               | Acting Administrator Brussels                                                   
|              |                                               | Centers for Medicare & Medicaid Services, HHS                                    |
| 9:30–10:00 a.m. | Keynote                                       | Karen B. DeSalvo                                                                 
|              |                                               | Acting Assistant Secretary for Health                                             
|              |                                               | U.S. Department of Health and Human Services (HHS)                               |
| 10:00–10:45 a.m. | Rural Health Highlights from CMS            | Shantanu Agrawal                                                               
|              |                                               | Deputy Administrator and Director of the Center for Program Integrity (CPI)       |
|              |                                               | Sean Cavanaugh                                                                 
|              |                                               | Deputy Administrator and Director of the Center for Medicare (CM)                 |
|              |                                               | Kate Goodrich                                                                  
|              |                                               | Director of the Center for Clinical Standards and Quality (CCSQ)                 |
|              |                                               | Karen Shields                                                                  
|              |                                               | Deputy Center and Operations Director of the Center for Consumer Information and Insurance Oversight (CCIIO) |
|              |                                               | Arrah Tabe–Bedward                                                             
|              |                                               | Deputy Director of the Center for Medicare and Medicaid Innovation (CMMI)        |
|              |                                               | Vikki Wachino                                                                  
|              |                                               | Deputy Administrator and Director of the Center for Medicaid and CHIP Services (CMCS) |
### 10:45–12:00 p.m.

**Spotlight on Innovative Practices and Local Solutions for Addressing Rural Health Needs**

This panel discussion will showcase examples of innovative solutions for meeting the health care needs of rural communities. The panel will feature examples from different parts of the country and different health care settings.

**Sarah Dubay**  
*Chief Communications and Public Affairs Officer at Penobscot Community Health Care*  
*Director, Eastern Maine Area Health Education Center*

**Karen M. Murphy**  
*Secretary*  
*Pennsylvania Department of Health*

**Beth Landon**  
*Policy Director*  
*New Mexico Hospital Association*

**Pat Schou**  
*Executive Director*  
*Illinois Critical Access Hospital Network (ICAHN)*

### 12:00–1:00 p.m.

**Lunch on your own**

### 1:00–1:20 p.m.

**Working Together to Preserve Essential Health Services**

**Jim Macrae**  
*Acting Administrator*  
*Health Resources and Services Administration, HHS*
### 1:30–3:00 p.m.

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### 3:00–3:45 p.m.

| Takeaways from the Breakout Sessions |

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Shantanu Agrawal
Deputy Administrator and Director of the Center for Program Integrity (CPI)

Shantanu Agrawal is a Board-certified Emergency Medicine physician and Fellow of the American Academy of Emergency Medicine. He is currently serving as an appointee for the Obama Administration as Deputy Administrator for Program Integrity and Director of the Center for Program Integrity at the Centers for Medicare & Medicaid Services (CMS). His focus is to improve healthcare affordability and value in Medicare, Medicaid, and ACA Marketplace. Prior to this role, Dr. Agrawal served as Chief Medical Officer of the Center for Program Integrity, where he helped to launch new initiatives in data transparency and analytics, utilization management, assessment of novel payment models, and a major public–private partnership between CMS and private payers.

Prior to joining CMS, Dr. Agrawal was a management consultant at McKinsey & Company, serving senior management of hospitals, health systems, and biotech and pharmaceutical companies on projects to improve the quality and efficiency of healthcare delivery. Dr. Agrawal has also worked for a full–risk, capitated delivery system as the head of clinical innovation and efficiency. He has published articles in JAMA, New England Journal of Medicine, Annals of Emergency Medicine, Politics & Policy, among others, and has given national presentations on health care policy and the cost of care.

Dr. Agrawal completed his undergraduate education at Brown University, medical education at Cornell University Medical College, and clinical training at the Hospital of the University of Pennsylvania. He also has a Masters degree in Social and Political Sciences from Cambridge University. Dr. Agrawal has continued to work clinically both in academic and community settings and holds an academic position in Washington DC.

Sean Cavanaugh
Deputy Administrator and Director of the Center for Medicare (CM)

Sean Cavanaugh is responsible for overseeing the regulation and payment of Medicare fee–for service providers, privately–administered Medicare health plans, and the Medicare prescription drug program. Medicare provides health coverage for over 50 million older and disabled Americans, with an annual budget of over $550 billion.

Prior to assuming his current role, Mr. Cavanaugh was the Deputy Director for Programs and Policy in the Center for Medicare and Medicaid Innovation. In that capacity, he was responsible for overseeing the development and testing of new payment and service delivery models, including accountable care organizations and medical homes.

Previously, Mr. Cavanaugh was director of health care finance at the United Hospital Fund in New York, and a senior analyst at the Center for Medicare and Medicaid Services. He has also served as a Vice President at United Health Group and has held leadership positions at the National Business Group on Health and the National League for Nursing. Mr. Cavanaugh holds a Bachelor of Science degree from the United States Military Academy and a Master of Business Administration degree from Harvard Business School.
York City. He has also served in senior positions at Lutheran Healthcare (Brooklyn, NY), the New York City Mayor’s Office of Health Insurance Access, and the Maryland Health Services Cost Review Commission. He started his career on Capitol Hill working for a Representative serving on the House Ways and Means Health Subcommittee. He attended the University of Pennsylvania and the Johns Hopkins School of Hygiene and Public Health.

Karen B. DeSalvo
Acting Assistant Secretary for Health, U.S. Department of Health and Human Services (HHS)

Dr. Karen DeSalvo, the Acting Assistant Secretary for Health in the U.S. Department of Health and Human Services, is a physician who has focused her career toward improving access to affordable, high quality care for all people, especially vulnerable populations, and promoting overall health. She has done this through direct patient care, medical education, policy and administrative roles, research, and public service. Her commitment to improving the public’s health includes leveraging public-private partnerships to address the social determinants of health through environmental, policy and systems level changes.

The Office of the Assistant Secretary for Health, which Dr. DeSalvo directs, oversees 12 core public health offices — including the Office of the Surgeon General and the U.S. Public Health Service Commissioned Corps — as well as 10 regional health offices across the nation and 10 Presidential and Secretarial advisory committees. The office is charged with leadership in developing policy recommendations as they pertain to public health issues that cut across HHS agencies and operating divisions.

Dr. DeSalvo also served as the National Coordinator for Health Information Technology from January 2014 through August 2016, where she set high level policy and the strategic direction of the office, including efforts related to interoperability. Under her leadership, ONC has advanced interoperability across the health system — which underpins progress on a wide range of Department and Administration priorities. She has also made significant advances to the Health Information Technology Certification Program to promote and expand the safe and secure flow of electronic health information when and where it matters most for individuals and clinicians. During her tenure, ONC has worked with other federal partners and the private sector to update the Federal Health IT Strategic Plan and develop a Nationwide Interoperability Roadmap, both of which chart a person-centered path for improving health outcomes by unlocking health data through tools like open application programming interfaces (APIs). She has also co-chaired the Department’s Delivery System Reform efforts, which set historic goals and worked to leverage the resources of the Department to build a more person centered health system that encourages more coordinated care.

Before joining the U.S. Department of Health and Human Services, she was Health Commissioner
for the City of New Orleans, and Senior Health Policy Advisor to New Orleans Mayor Mitchell Landrieu, from 2011–2014. While there, she transformed the outmoded health department to one that has since achieved national accreditation and recognition, and restored health care to devastated areas of the city, including leading the establishment of a public hospital.

Following Hurricane Katrina, Dr. DeSalvo was a community leader in building an innovative and award-winning model of neighborhood-based primary care and mental health services for low-income, uninsured and other vulnerable individuals.

Dr. DeSalvo was also a professor of medicine and vice dean for community affairs and health policy at Tulane University School of Medicine. She served as president of the Louisiana Health Care Quality Forum, the state's lead for the health information exchange, and the National Association of Chiefs of General Internal Medicine. She has also served on the boards of the National Association of County and City Health Officials and the Society of General Internal Medicine.

Dr. DeSalvo has received many honors, including recognition as a "Woman of Excellence in Health Care" by the Louisiana Legislative Women's Caucus. In 2013, Governing Magazine named Dr. DeSalvo one of nine Public Officials of the Year. The American Medical Student Association recognized her with a Women's Leader Award in 2014. Modern Healthcare named her one of the 50 most influential physician executives and leaders in 2015 and 2016.

Dr. DeSalvo earned her Medical Doctorate and Master’s in Public Health from Tulane University, and Master's in Clinical Epidemiology from Harvard School of Public Health. She has an honorary doctorate from her alumnus institution, Suffolk University. She was in the National Health Service Corps Scholarship program, an HHS/HRSA program that supports the development of students pursuing primary care health professions who are committed to working in underserved communities.

Sarah Dubay
Chief Communications and Public Affairs Officer at Penobscot Community Health Care
Director, Eastern Maine Area Health Education Center

Sarah Dubay, M.Ed, MMEL, is the Chief Communications and Public Affairs Officer at Penobscot Community Health Care (PCHC) – Maine’s largest Federally Qualified Health Center (FQHC) system, based in Bangor. A graduate of the University of Maine and the University of New England College of Osteopathic Medicine, she is responsible for marketing, legislative advocacy, community outreach, and fundraising. Sarah is also involved with health profession education and workforce development initiatives throughout the state of Maine in her role as Eastern Maine Area Health Education Center (AHEC) Director, demonstrating her commitment to the continued curricular development of rural, community-based health education and primary care.
Kate Goodrich  
**Director of the Center for Clinical Standards and Quality (CCSQ)**

Kate has been in the role of Director, Quality Measurement & Value-Based Incentives Group (QMVG) (previously called the Quality Measurement and Health Assessment Group) since August 2012. In this role she has been responsible for the quality measurement and public reporting work, the Marketplace quality work portfolio, the value based incentives programs, implementation of MACRA and developing collaborations with other CMS components, HHS agencies and external stakeholders. Kate has also been a champion of LEAN and helping to infuse the culture of LEAN throughout the group and the component.

Prior to her role in QMVIG, Kate served as the Senior Advisor to the Director of CCSQ and the CMS Chief Medical Officer. Prior to this she served as a Senior Medical Officer in the Office of the Assistant Secretary for Planning and Evaluation, where she managed a portfolio of work on comparative effectiveness research and quality measurement and improvement.

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John Hammarlund  
**Co-Chair CMS Rural Health Council and CMS Regional Administrator for Seattle (CMS)**

John Hammarlund is the Regional Administrator for the Chicago and Seattle offices of the Centers for Medicare & Medicaid Services (CMS). In this role, his primary focus is outreach and education about CMS programs to all Medicare, Medicaid, and SCHIP program stakeholders in ten states including Alaska, Idaho, Illinois, Indiana, Michigan, Minnesota, Ohio, Oregon, Washington, and Wisconsin. He is the national lead for rural health issues on behalf of all the regional offices, is co-chair of the agency’s Rural Health Council, and helps to disseminate and explain CMS policy to rural providers and beneficiaries. John also serves as the national lead on behalf of the regions for State Health Insurance Assistance Program (SHIP) matters, is an advisory member for the SHIP Performance Assessment Workgroup and is an advisory member of the agency’s SHIP Steering Committee. Additionally, John is CMS’s regional liaison to the Administration on Aging and to the National Association of Area Agencies on Aging (N4A).

John has been in the Seattle Regional office since 1999, and his background includes work in both the public and private sectors. John was a senior policy analyst in CMS’s Office of Legislation in Washington, D.C., where he developed and analyzed legislation and policies relating to Medicare benefits, program integrity, and quality assurance. He also served as a senior regulatory specialist at the American Association of Health Plans in Washington, D.C, where he provided guidance to managed care organizations on compliance with Medicaid and HIPAA regulations. He was the Director of Finance for nursing services at Providence Medical Center in Seattle, and has held internship positions at Group Health Cooperative of Puget Sound and with the Washington State Hospital Association.
A Seattle native, John holds a bachelor’s degree from Stanford University, a master’s in health administration from the University of Washington, and a law degree from Cornell Law School.

Cara James  
Co-Chair CMS Rural Health Council and Director of the CMS Office of Minority Health

Cara James is the Director of the Office of Minority Health at the Centers for Medicare and Medicaid Services (CMS). Prior to joining the Office of Minority Health at CMS, Dr. James was the Director of the Disparities Policy Project and the Director of the Barbara Jordan Health Policy Scholars Program at the Henry J. Kaiser Family Foundation, where she was responsible for addressing a broad array of health and access to care issues for racial and ethnic minorities and other underserved populations, including the potential impact of the Affordable Care Act, analyses of state-level disparities in health and access to care, and disparities in access to care among individuals living in health professional shortage areas. Prior to joining the staff at Kaiser, she worked at Harvard University and The Picker Institute.

Dr. James is a member of the Institute of Medicine’s (IOM) Roundtable on the Promotion of Health Equity and the Elimination of Health Disparities and has served on several IOM committees including the Committee on Leading Health Indicators for Healthy People 2020. She has published several peer-reviewed articles and other publications, and was a co-author for one of the background chapters for the IOM Report Unequal Treatment. Cara received her Ph.D. in Health Policy and her A.B. in Psychology from Harvard University.

Beth Landon  
Director of Policy, New Mexico Hospital Association (NMHA)

Beth Landon serves as Policy Director for the New Mexico Hospital Assn. In this capacity, she staffs two standing committees – Workforce and Internal – as well as the Task Forces for Behavioral Health, Preserving Access to Rural Care, Data & Transparency, and Centennial Care – which is New Mexico’s CMS 1115 waiver. She also organizes content and speakers for the Association’s Annual Meeting and Strategic Planning Meeting and implements the Association’s Communications Plan. Finally, she supports the CEO and NMHA lobbyist in developing policy statements, talking points, and grassroots advocacy resources. She recently accepted the office title of “webmistress”, although she has not yet acquired any facial tattoos. Prior to NMHA, Ms. Landon served as Director for the Alaska Center for Rural Health at the University of Alaska Anchorage for nearly a decade. During her tenure, she co–instituted the Alaska Rural Health Conference, conducted numerous community health needs assessments in frontier communities, collaborated in facilitating Alaska to have the first Area Health Education Center.
not located in a School of Medicine and led evaluation of the CMS Demonstration of Frontier Extended Stay Clinics (FESC). Concurrently, she enjoyed almost eight years on the National Rural Health Association Board of Directors and served as their 2009 President. She currently resides in Albuquerque, NM with her husband and two entertaining teenagers.

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**Jim Macrae**

**Acting Administrator, Health Resources and Services Administration, HHS**

Jim Macrae became acting administrator for the U.S. Department of Health and Human Services’ Health Resources and Services Administration (HRSA) in April 2015.

HRSA works to fill in the health care gaps for people who live outside the economic and medical mainstream. HRSA’s $8.1 billion annual budget (FY 2013) expands access to quality health care through an array of grants to state and local governments, health care providers and health professions training programs.

Previously, as head of the Bureau of Primary Health Care (BPHC), Macrae managed a nearly $5 billion budget that supports the health care safety net for many underserved people across the country. Most of these funds support nearly 9,000 health center sites. Located in communities nationwide, these sites provide comprehensive, culturally competent, quality primary health care to nearly 22 million people.

Macrae also oversaw the School–Based Health Center Capital Program that addresses significant and pressing capital needs in school–based health centers. These centers are a major component of the nation’s health care safety net and not only enable children with acute or chronic illnesses to attend school, but also improve their overall health and wellness through health screenings, health promotion, and disease prevention activities.

Previously, Macrae served as associate administrator for HRSA’s Office of Performance Review (OPR) from 2000 to 2006, where he oversaw the work of staff in regional divisions across the country. OPR was previously the agency’s focal point for reviewing and improving the performance of HRSA–supported programs in states and communities.

Prior to his years at OPR, Macrae served in several capacities at BPHC from 1992 to 2000. As the bureau’s director of the Office of State and National Partnerships, he worked with national and state associations across the country to increase access, reduce disparities in health outcomes, and improve the delivery of health services to underserved populations.

Before joining HRSA in 1992, Macrae was a Presidential Management Intern at HHS, where he worked on both the Medicare and Medicaid programs as well as in the Department’s Office of Planning and Evaluation.

Macrae has received numerous awards, including the HRSA Administrators Award for Equal Opportunity Achievement (2014), the Presidential Meritorious Executive Rank Award (2010), HRSA Administrator’s Award for Excellence (2005), Special Citations for Outstanding Individual (1996)

Karen M. Murphy  
Secretary, Pennsylvania Department of Health (PDH)

Karen Murphy is the Secretary of Health in Pennsylvania. Dr. Murphy has extensive knowledge of the health care industry and is a proven executive who has demonstrated her ability to lead complex organizations and initiatives in both the public and private sectors. Prior to assuming her role in Governor Wolf’s cabinet, Secretary Murphy served as Director of the State Innovation Models Initiative, a $900 million investment by the Center for Medicare and Medicaid Innovation aimed at accelerating health care innovation across the nation. Secretary Murphy has an extensive career in healthcare administration. She was the former President and Chief Executive Officer of the Moses Taylor Health Care System. Prior to becoming CEO of Moses Taylor Health Care System, Dr. Murphy served in various roles in health care administration. As founder and Chief Executive Officer of Physicians Health Alliance, Inc. (PHA), Secretary Murphy led an integrated medical group practice within Moses Taylor Health Care System.

Secretary Murphy currently serves as a Clinical Faculty Member in the Medicine Department at The Commonwealth Medical College. Dr. Murphy earned her Doctor of Philosophy in Business Administration from Temple University’s Fox School of Business, a Master of Business Administration from Marywood University, a Bachelor of Science from the University of Scranton, and a diploma as a registered nurse from the Scranton State Hospital School of Nursing. She is an author and national speaker on health policy and health care innovation.

Patricia Schou  
Executive Director, Illinois Critical Access Hospital Network (ICAHN)

Pat Schou is the executive director of the Illinois Critical Access Hospital Network (ICAHN), the first state-wide critical access hospital (CAH) network established in 2003 comprised of 55 CAH and rural hospitals which is providing a number of hospital support services and educational programs as well as managing the Medicare Rural Hospital Flexibility Grant, Small Hospital Improvement Program and several other grant programs on behalf of the Illinois Department of Public Health. In addition, Schou is the executive director of the Illinois Rural
Community Care Organization (IRCC)), which is a statewide rural accountable care organization comprised of 24 critical access and rural hospitals. Schou has more than 35 years of clinical and rural hospital administrative experience, where her last hospital position was as the Vice President for Perry Memorial Hospital, Princeton, IL for 10 years. She holds a Bachelor’s in Nursing from Illinois Wesleyan University and a Masters of Science from Northern Illinois University. Schou was awarded Top 25 Women in Leadership for Peoria, IL in 2013, Women of Distinction in Illinois Valley 2013 and recognized as the 2014 Illinois Rural Hero by the National Center for Rural Health Professions, University of Illinois School of Medicine Rockford.

Schou serves on the National Rural Health Association (NRHA) Rural Congress and Government Affairs Council and recently elected as NRHA Secretary. She also serves on the Accreditation Association for Hospitals/Health Systems Board, recent chair of the Technical Advisory Services Committee for National Rural Resource Center and served as co-chair of Illinois’ State Health Improvement Plan Implementation Coordinating Council from 2010–2015. Schou was awarded the Calico Rural Leadership Award by the National Rural Research Center in 2013 and received the National Rural Health Association’s President Award in April 2015. She has served as chair of the local health board for more than 20 years. Schou is a fellow member of the American College of Healthcare Executives.

Karen Shields
Deputy Center and Operations Director for the Center for Consumer Information and Insurance Oversight (CCIIO)

Karen joined CCIIO in March 2015 and is responsible for the overall operations for CCIIO and leading healthcare.gov. Since joining CMS in 2009, Karen has served as a Division Director in the Office of Technology Solutions (OTS) and most recently, she was the Director of the Rapid Program Deployment Group in OTS. In her most recent role, Karen was responsible for all information technology solutions and operational support activities for the marketplace open enrollment. While at CMS, Karen has led many successful initiatives in support of CMS’ mission. More specifically, she led the agencies’ Homeland Security Presidential (HSPD-12) Initiative and rolling out the agencies first personal identity verification system for desktop use.

Karen's career spans over 30 years where she has held progressive senior leadership roles with Lockheed Martin and Legg Mason. With these organizations, Karen supported customers in both the private and public sector markets. Specifically, Karen led several information technology, operational and customer support initiatives with the Departments of Defense and Treasury, Social Security Administration, and CMS.
Andy Slavitt
Acting Administrator, Centers for Medicare & Medicaid Services

Andy Slavitt is the Acting Administrator for the Centers for Medicare & Medicaid Services (CMS). A leader with decades of experience, Andy has shaped and delivered important health care services and programs for millions of consumers.

As Acting Administrator, Slavitt oversees programs that provide access to quality health care for 140 million Americans, including Medicaid, Medicare, the Children’s Health Insurance Program, and the Health Insurance Marketplace. Slavitt and the CMS team are focused on improving quality, health outcomes, access and affordability while addressing health equity and protecting program integrity, including combating health care fraud.

Since joining CMS on July 8, 2014 as Principal Deputy Administrator, Slavitt has been integral to strengthening the performance of the Health Insurance Marketplace and the success of the 2014 Open Enrollment season. Since taking the role in February, Slavitt’s focus as Acting Administrator is on strengthening CMS’s role in helping the health care delivery system meet the evolving needs of consumers by transforming the way care is paid for, providing the tools to make the system thrive and by fostering simplicity and transparency.

Slavitt’s ability to spearhead complex management challenges stems from over two decades of experience working as a leader in the health care and technology private sector. Throughout his career, Slavitt’s work centered on improving the consumer experience and access to care, program integrity, data use and transparency, and delivery system reform. He has a demonstrated track record of successfully delivering and improving programs that benefit the health and well-being of millions of Americans.

Most recently Slavitt served as Group Executive Vice President for Optum where he oversaw the delivery of clinical, technology and operational solutions to health care clients and consumers. Prior to his role at Optum, Slavitt was CEO of OptumInsight from 2006 through 2011.

He was founder and CEO of HealthAllies, a consumer health care service company focused on serving people who are uninsured or underinsured by contracting affordable care on their behalf nationwide. Prior to that, he was a strategy consultant with McKinsey & Company, and an investment banker with Goldman Sachs.

Slavitt lives in Minnesota with wife and two teenage boys. He has served in a number of leadership and board capacities in health care, literacy, education and the community. Slavitt graduated from the Wharton School and The College of Arts & Sciences at the University of Pennsylvania, and received his Master of Business Administration degree from the Harvard Business School.
Arrah Tabe-Bedward
Deputy Director of the Center for Medicare and Medicaid Innovation (CMMI)

Arrah Tabe-Bedward is currently on detail to the Center for Medicare & Medicaid Innovation as the Acting Deputy Director. Arrah comes to the Innovation Center with a strong background in Medicare. She previously served as the Director of the Medicare Enrollment and Appeals Group (MEAG) at the Centers for Medicare & Medicaid Services (CMS). As MEAG’s Director, Arrah was responsible for all enrollment and appeals policy under the Medicare Fee-for-Service (FFS), Medicare Advantage (MA), and Medicare Prescription Drug (Part D) programs, and had shared responsibility with the Social Security Administration on Medicare eligibility, enrollment and low-income subsidy issues. She also had oversight responsibility for all Medicare appeals operations for the FFS, MA and Part D Qualified Independent Contractors, the appeals units of the Medicare administrative contractors, and CMS’ Beneficiary Notice Initiative, which includes provider-issued notices such as the Important Message from Medicare and the Advance Beneficiary Notices of Noncoverage. Arrah has a JD from the University Of Maryland School Of Law and an MS in Public Service Management from DePaul University. She initially joined the federal government as a Presidential Management Fellow. In addition to MEAG, she worked in CMS’ Program Integrity Group and Office of Legislation.

Vikki Wachino
Deputy Administrator and Director of the Center for Medicaid and CHIP Services (CMCS)

Vikki Wachino is CMS Deputy Administrator and Director for the Center for Medicaid and CHIP Services (CMCS). In this role, Wachino oversees quality, affordable health care for the 72 million people Medicaid and CHIP serve and works closely with states in the implementation of their Medicaid and CHIP programs. Previously, Wachino served Director of the Children and Adults Health Programs Group within CMCS.

Wachino is a nationally-recognized expert on health policy, particularly as it pertains to health coverage for the low-income population. She has served as a senior fellow at NORC at the University of Chicago, Health Policy Director of the Center on Budget and Policy Priorities, and Associate Director of the Kaiser Family Foundation’s Commission on Medicaid and the Uninsured. Earlier in her career, she served at the White House Office of Management and Budget (OMB).

Wachino holds an M.P.P. from Harvard University and a B.A. from Mount Holyoke College.
**Breakout Session Information**

**Essential Health Services in Rural Communities: Access and Quality**
What are the essential health services that any rural community should ideally be able to provide locally? What steps are providers taking to ensure that these essential services are provided? *This session will identify ways to ensure that essential, high-quality health services continue to be provided in rural communities.*

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