

CURRICULUM VITAE

Marianne Udow-Phillips

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EDUCATION

University of Michigan, School of Public Health, MHSA, 1978

Concentration in Health Planning and Administration

Hamilton-Kirkland Colleges, BA, 1975

Concentration in Psychology

PROFESSIONAL EXPERIENCE

Center for Healthcare Research & Transformation

Director, Sept. 2007 – present. The Center for Healthcare Research & Transformation (CHRT) illuminates best practices and opportunities for improving health policy and practice. Based at the University of Michigan, CHRT is a non-profit partnership between U-M and Blue Cross Blue Shield of Michigan designed to promote evidence-based care delivery, improve population health, and expand access to care.

Michigan Department of Human Services

Director, 2004-2007. Appointed by Governor Jennifer M. Granholm. Responsible for the state's welfare and poverty programs (including Medicaid eligibility), child welfare programs, adult services, juvenile justice, and child support.

Blue Cross Blue Shield of Michigan

Senior Vice President, Health Care Products and Provider Services, 1999-2004. Reported to CEO. Responsible for all BCBSM Traditional, PPO and ancillary products, including Care & Use Management, Provider Services, Contracting and Evaluation Research.

Senior Vice President, Corporate Strategy & Health Care Administration, 1996-1999.

Reported to Executive Vice President and Chief Operating Officer. Responsible for administration, development, and overall performance of Traditional, PPO, Pharmacy, Dental, Vision, and other ancillary products; medical policy; provider inquiry; and planning and research.

Senior Vice President, Planning and Development Services, 1992-1996. Reported to Chief Operating Officers with added responsibilities of the Michigan Health Care Education and Research Foundation as well as the Federal Health Policy area. Responsible for strategic planning, product development and design, public policy, program evaluation, and data analysis.

Vice President, Planning and Development Services, 1988-1992. Reported to the president. Responsible for strategic planning, market research, product development and design, public policy, program evaluation, and data analysis.

Mercy Alternative and Care Choices

Senior Vice President, 1988. Increased external relations responsibilities within Care Choices HMO. Major focal point for contract negotiations with key physician groups for the 80,000-member HMO. Ongoing responsibilities for all other plans and operations functions.

Vice President of Plans and Operations, Mercy Alternative, 1986-1988. Responsible for initial product development of managed care products for a provider sponsored Alternative Financing system. In 1987 also assumed responsibility for key program operations (including quality management/risk control, provider relations, member services, and regional operations) and became executive director of the HMO Care Choices.

Blue Cross Blue Shield of Michigan

Director, Health Policy and Development, 1983-1986

Director, Health Care Delivery, 1981-1983

Manager, Reimbursement Policy Department, 1981-1981

Senior Health Planning Analyst, 1980-1981

Health Planning Analyst, 1978-1980

AFFILIATIONS

Current (non-profit)

- Member, Executive Committee and Corporate Board, Early Childhood Investment Corporation (ECIC)
- Vice-chair, Freedom from Hunger
- Chair, HighScope Educational Research Foundation
- Community Fellow, Michigan State University Outreach and Engagement
- Inaugural member, National Advisory Board for the University of Michigan Depression Center
- Chair, Dean's Advisory Board, University of Michigan School of Public Health
- Member, Griffith Leadership Center, University of Michigan School of Public Health
- Executive Committee member, Greater Detroit Area Health Council
- Reviewer, Journal of General Internal Medicine

Current (for-profit)

- Executive Network member, Leoville Holdings
- Member, Board of Directors, NOVO 1, Inc.

Previous (non-profit)

- Board member, UAW Voluntary Employee Beneficiary Association(VEBA)
- Chair, Michigan's Children Board of Directors
- Chair, Michigan Health & Safety Coalition
- Chair, Executive Council of the Ready to Succeed initiative
- Chair, Advisory Board for the College of Nursing at Wayne State University
- Chair, Michigan Women's Foundation Board of Directors
- Member, Enterprise Development Fund Health Advisory Committee

- Member, Arbor Hospice Foundation Board of Directors

ACADEMIC APPOINTMENTS

- Lecturer of Public Policy, Gerald R. Ford School of Public Policy, University of Michigan, Ann Arbor, MI, 2010
- Lecturer of Public Health, School of Public Health, University of Michigan, Ann Arbor, MI, 2010 - 2012

AWARDS

- Women in Business “Game-Changer,” Crain’s Detroit Business, June 2012
- “Ambassador of the Year,” Ambassador Magazine, November 2011
- “Heroes” award, Michigan’s Children, 2008
- “Detroit’s Most Influential Women,” Crain’s Detroit Business, 2002 and 2007
- “Women of Achievement and Courage Award,” Michigan Women’s Foundation, 2007
- “2007 Child Advocate” award, Michigan Fatherhood Coalition
- “Women & Leadership in the Workplace” honoree, MI Business and Professional Association, 2006
- “Women of Distinction Award,” Girl Scouts of Huron Valley Council, 2006
- “Lifeline Award,” Wayne State University College of Nursing, 2003
- “Women of Achievement Award,” Anti-Defamation League, 2000
- “Women Helping Women Award,” Sojourner Foundation, 1995
- “John H. Romani Outstanding Alumni Award,” University of Michigan School of Public Health, 1994
- “Leader in the ‘90s,” Crain’s Detroit Business

PUBLICATIONS

- CHRT Policy Brief: The Affordable Care Act and Its Effect on Midsize and Large Employers, October 2011.
- Riba, Melissa, Nathaniel Ehrlich, Marianne Udow-Phillips, and Karen Clark. Cover Michigan Survey 2011. Ann Arbor, MI; Center for Healthcare Research & Transformation, 2011.
- CHRT Policy Brief: Guide to State Requirements and Policy Choices in the Affordable Care Act. April 2011.
- David A. Share, Darrell A. Campbell, Nancy Birkmeyer, Richard L. Prager, Hitinder S. Gurm, Mauro Moscucci, Marianne Udow-Phillips, and John D. Birkmeyer: How A Regional Collaborative Of Hospitals And Physicians In Michigan Cut Costs And Improved The Quality Of Care. Health Affairs April 2011 30:4636-645; doi:10.1377/hlthaff.2010.0526
- CHRT Issue Brief: Antibiotic Prescribing and Use. February 2011.
- Health Care for (Nearly) All in the U.S., Credit Suisse Members' Letter 4, February 2011.
- CHRT Issue Brief: Prematurity. November 2010.
- *Coordinated Community Safety Net Systems for Low-income Uninsured*, paper accepted for oral presentation at 138th annual meeting of the American Public Health Association, November 2010

- Udow-Phillips, Marianne; Ogundimu, Tomi; Ehrlich, Emily; Kofke-Egger, Heather; Stock, Karen. CHRTBook: Health Care Variation in Michigan. Ann Arbor, MI: Center for Healthcare Research & Transformation, 2010.
- Riba, Melissa, Nathaniel Ehrlich, Marianne Udow-Phillips, Karen Clark, and Jody Myers. Cover Michigan Survey 2010. Ann Arbor, MI; Center for Healthcare Research & Transformation, 2010.
- Ehrlich, Emily; Ogundimu, Tomi; Udow-Phillips, Marianne; Stock, Karen. Cover Michigan: The State of Health Care Coverage in Michigan 2010. Ann Arbor, MI; Center for Healthcare Research & Transformation, 2010.
- CHRT Issue Brief: Health Care Cost Drivers: Chronic Disease, Comorbidity, and Health Risk Factors in the U.S. and Michigan. August 2010.
- CHRT Issue Brief: Impact of Health Reform on Coverage in Michigan. June 2010.
- CHRT Policy Brief: The Patient Protection and Affordable Care Act at the State and Local Level. June 2010.
- CHRT Issue Brief: The Cost Burden of Disease: U.S. and Michigan. January 2010.
- CHRT Issue Brief: Health Care Spending by Country, State and Payer. December 2009.
- Udow-Phillips, Marianne. Cover Michigan: The State of Health Care Coverage in Michigan. Ann Arbor, MI; Center for Healthcare Research & Transformation, 2009.
- *CHRTlines* health care blog, www.chrt.org/blog
- Udow, M. Has Managed Care Failed? The Answer is Yes and No. *J Med Practice Management*, 2002 Jul-Aug;18(1):19-23.
- *2000 Dartmouth Atlas of Health Care in Michigan*, a study of regional variation in the use of health care services based on Blue Cross Blue Shield of Michigan claims data (In partnership with Dartmouth College)
- David Ellis (Editor), *Technology and the Future of Health Care*, John Wiley and sons, 2000 (co-authored chapter in this book)

SELECTED PRESENTATIONS

- *Health Reform: What Do Americans Want, Anyway?* University of Michigan Presidential Societies, November 2010
- *The Connection Between Safety Net Services/Providers and Health Reform*, panel moderator/presenter, AcademyHealth 2010 Research Meeting, June 2010
- Commencement speaker, School of Public Health, University of Michigan, April 2007
- 2005 *Fedele F. and Iris M. Fauri Memorial Lecture in Child Welfare*, "Child Welfare in Michigan: What do we know, where do we go?" A public health perspective on child welfare.
- 2-3 presentations per month to foundations, business leaders, policy makers, consumer groups, the university community and others throughout the state of Michigan on the Affordable Care Act and critical issues in health care, including the safety net, patient centered medical home, readmissions policy, and geographic variation in health care.