



## CURRICULUM VITAE

### **Marianne Udow-Phillips**

Director, Center for Health & Research Transformation  
2929 Plymouth Road, Suite 245  
Ann Arbor, MI 48105-3206  
o: 734.998.7555 c: 313.378.8200 f: 734.998.7557  
e: [mudow@umich.edu](mailto:mudow@umich.edu)

### **Education**

#### **University of Michigan, School of Public Health, MHA, 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) Governing Boards**

- Vice-Chair, Board of Directors, Arbor Research
- Member, Executive Committee, Greater Detroit Area Health Council
- Member, University of Michigan Health System Board
- Member, Board of Trustees, Grameen Foundation

### **Current (non-profit) Advisory Boards**

- Chair, Dean's Advisory Board, University of Michigan School of Public Health
- Chair, National Advisory Board, University of Michigan Depression Center
- Member, Michigan Women's Foundation Emeritus Board

### **Previous (non-profit) Governing Boards**

- Chair, Board of Directors, Michigan's Children
- Chair, Michigan Women's Foundation
- Chair, Executive Council, Ready to Succeed initiative
- Vice Chair, Michigan State Housing Development Authority Board
- Chair, Board of Trustees, Freedom from Hunger
- Member, Arbor Hospice Foundation
- Member, Board of Trustees, UAW Voluntary Employee Beneficiary Association (VEBA)
- Immediate Past Chair, Board of Trustees, High/Scope Educational Research Foundation
- Member, Executive Committee, Early Childhood Investment Corporation (ECIC)
- Immediate Past Chair, Board of Trustees, Grameen Foundation

### **Previous (non-profit) Advisory Boards**

- Chair, Health Care Access Coalition
- Chair, Michigan Health & Safety Coalition
- Chair, Board of Visitor's, College of Nursing, Wayne State University
- Member, Blue Cross Blue Shield Association (BCBSA) Emerging Issues Committee
- Member, Blue Cross Blue Shield Association (BCBSA) Health and Legislation Committee
- Board Member, Children's Trust Fund
- Member, Enterprise Development Fund Health Advisory Committee
- Member, National Commission for Prevention Priorities
- Member, Pain Management Expert Panel, National Committee for Quality Assurance
- Member, External Advisory Group, VHA Center for Applied Healthcare Studies
- Member, Griffith Leadership Center Board, University of Michigan School of Public Health
- Member, Advisory Board, Arboretum Ventures

### **Previous (for-profit)**

- Member, Board of Directors, Dialogue Direct

### **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-present

## Awards

- “Crain’s Most Influential Women,” Crain’s Detroit Business, 2002, 2007, 2016
- 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
- “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

### Journal Articles and Book Chapters

- David B. Nash, Raymond J Fabius, Alexis Skoufalos, Janice L Clarke, and Melissa R. Horowitz (editors). Population Health: Creating a Culture of Wellness, second edition. Jones & Bartlett Learning, 2016 (co-authored *Appendix I Case Study: Michigan Primary Care Transformation (MiPCT) and the Role of Multipayer Primary Care Initiatives in Achieving Population Health*)
- Eve A. Kerr, Melissa Riba, and **Marianne Udow-Phillips**: Helping Health Service Researchers and Policy Makers Speak the Same Language. *Health Services Research* February 2015. DOI: 10.1111/1475-6773.12198
- 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
- *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, 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)

## Other Publications

- Foster Friedman, M., **Udow-Phillips, M.**, “Michigan at a Crossroads: Michigan Health Policy for the Incoming 2019 Gubernatorial Administration.” October 2015. Center for Local Government Finance and Policy. Lansing, MI.
- Baum, N., Rheingans, C., and **Udow-Phillips, M.**, “The Impact of the ACA on Community Mental Health and Substance Abuse Services: Experience in Three Great Lakes States.” July 2017. Center for Health and Research Transformation. Ann Arbor, MI.
- **Udow-Phillips, M.**, Dreyer, T.R.F., “Opioids’ Rising Death Toll Demands Comprehensive Policy Solutions.” January 2016. Bridge Magazine. Lansing, MI.
- Fangmeier, Joshua; **Udow-Phillips, Marianne**. *The Uninsured in Michigan, 2014*. Cover Michigan 2016 (Ann Arbor, MI: Center for Healthcare Research and Transformation, 2016).
- Bondalapati, Kirsten; Fangmeier, Joshua; **Udow-Phillips, Marianne**. *Affordable Care Act Funding: An Analysis of Grant Programs under Health Care Reform — FY2010–FY2015*. February 2016. Center for Healthcare Research & Transformation. Ann Arbor, MI.
- T. Dreyer, R. Rontal, K. Gabriel, **M. Udow-Phillips**, *Uncoordinated Prescription Opioid Use in Michigan* (Ann Arbor, MI: Center for Healthcare Research & Transformation, Dec. 2015)
- Mary L. Smiley, Melissa Riba, and **Marianne Udow-Phillips**, *Flu Vaccination in Michigan: Opportunities for Improvement*. Cover Michigan Survey 2014 (Ann Arbor, MI: Center for Healthcare Research & Transformation, October 2015).
- Fangmeier, Joshua; Corneail, Leah; **Udow-Phillips, Marianne**. *The Underinsured in Michigan, 2013*. Cover Michigan 2015 (Ann Arbor, MI: Center for Healthcare Research and Transformation, 2015).
- Hatch-Vallier, Leah; and **Udow-Phillips, Marianne**. *Price Transparency: Background and Research*. (Ann Arbor, MI: Center for Healthcare Research and Transformation, 2015).
- Smiley, Mary L.; Ndukwe, Ezinne G.; Riba, Melissa; **Udow-Phillips, Marianne**. *Primary Care Physician Perspectives on Innovative Compensation Models*. 2014 Michigan Physician Survey (Ann Arbor, MI: Center for Healthcare Research and Transformation, 2015).
- Smiley, Mary L.; Riba, Melissa; **Udow-Phillips, Marianne**. *Health Plan Selection: Factors Influencing Michiganders’ Choice of Health Insurance*. Cover Michigan Survey 2014 (Ann Arbor, MI: Center for Healthcare Research and Transformation, 2015).
- Smiley, Mary L.; Riba, Melissa; Ndukwe, Ezinne G.; **Udow-Phillips, Marianne**. *Cover Michigan Survey: Coverage and Health Care Access*. (Ann Arbor, MI: Center for Healthcare Research and Transformation, March 2015).
- Dreyer, Theresa; Koss, Joseph; and **Udow-Phillips, Marianne**. *A Tale of Three Cities: Hospital and Health System Costs in the Midwest*. April 2015. (Ann Arbor, MI: Center for Healthcare Research & Transformation, 2015).
- Smiley, Mary L.; Riba, Melissa; Davis, Matthew M.; Kerr, Eve A.; Zikmund-Fisher, Brian J.; Ndukwe, Ezinne G.; Ward, Melanie; **Udow-Phillips, Marianne**. *Primary Care Capacity in*

*Michigan: How are Physicians Responding?* 2014 Michigan Physician Survey. (Ann Arbor, MI: Center for Healthcare Research & Transformation, 2014).

- Fangmeier, Josh; Jones, David K.; and **Udow-Phillips, Marianne**. *Michigan: Baseline Report—State-level Field Network Study of the Implementation of the Affordable Care Act*. December 2014. Center for Healthcare Research & Transformation in partnership with the Rockefeller Institute of Government at the State University of New York. Ann Arbor, MI.
- Hammoud, A. and **Udow-Phillips, Marianne**. *Health Care Spending for Chronic Conditions in Michigan*. October 2014. Center for Healthcare Research & Transformation, Ann Arbor, MI.
- Peters, Claire; Lausch, Kersten; and **Udow-Phillips, Marianne**. *Autism Spectrum Disorder in Michigan*. October 2014. Center for Healthcare Research & Transformation, Ann Arbor, MI.
- Fangmeier, Josh; Hatch-Vallier, Leah; and **Udow-Phillips, Marianne**. *Michigan Health Insurance Marketplace: Overview and Operations Issue Brief*. August 2014. Center for Healthcare Research & Transformation, Ann Arbor, MI.
- Dreyer, Theresa; Zhang, Jennifer; and **Udow-Phillips, Marianne**. *The Cost Burden of Disease: United States and Michigan*. June 2014. Center for Healthcare Research & Transformation, Ann Arbor, MI.
- Fangmeier, Joshua; **Udow-Phillips, Marianne**. *Premium Cost Changes Attributable to the Affordable Care Act*. February 2014. Center for Healthcare Research & Transformation. Ann Arbor, MI.
- Hemmings, Brandon and **Udow-Phillips, Marianne**. *Obesity in Michigan: Impact and Opportunity*. January 2014. Center for Healthcare Research & Transformation. Ann Arbor, MI.
- Ederer, David; Baum, Nancy; and **Udow-Phillips, Marianne**. *Community Mental Health Services: Coverage and Delivery in Michigan*. December 2013. Center for Healthcare Research & Transformation, Ann Arbor, MI.
- Smiley, Mary; Young, Danielle; **Udow-Phillips, Marianne**; Riba, Melissa; Traylor, Joshua. *Access to Mental Health Care in Michigan*. Cover Michigan Survey 2013. December 2013. Center for Healthcare Research & Transformation. Ann Arbor, MI.
- Shigekawa, Erin and **Udow-Phillips, Marianne**. *Emerging Health Insurance Products in an Era of Health Reform*. November 2013. Center for Healthcare Research & Transformation. Ann Arbor, MI.
- Hemmings, Brandon and **Udow-Phillips, Marianne**. *Employee Cost-Sharing for Health Insurance in Michigan*. Cover Michigan 2013. September 2013. Center for Healthcare Research & Transformation. Ann Arbor, MI.
- Hammoud, Abdullah; Dreyer, Theresa; Baum, Nancy; and **Udow-Phillips, Marianne**. *Private Health Insurance in Michigan, 2008 to 2011*. Cover Michigan 2013. September 2013. Center for Healthcare Research & Transformation. Ann Arbor, MI.
- Traylor, Joshua and **Udow-Phillips, Marianne**. *Safety Net Providers and Uncompensated Hospital Care in Michigan*. Cover Michigan 2013. August 2013. Center for Healthcare Research & Transformation. Ann Arbor, MI.
- Hemmings, Brandon; Fangmeier, Joshua; and **Udow-Phillips, Marianne**. *The Impact of ACA Taxes and Fees*. August 2013. Center for Healthcare Research & Transformation. Ann Arbor, MI.
- Fangmeier, Joshua; **Udow-Phillips, Marianne**. *The ACA's Coverage Expansion in Michigan: Demographic Characteristics and Coverage Projections*. Cover Michigan 2013. July 2013. Center for Healthcare Research & Transformation. Ann Arbor, MI.

- Fangmeier, Joshua; **Udow-Phillips, Marianne**. *Regional Variation of the ACA's Coverage of the Uninsured in Michigan*. Cover Michigan 2013. July 2013. Center for Healthcare Research & Transformation. Ann Arbor, MI.
- Dreyer, Theresa; Baum, Nancy; and **Udow-Phillips, Marianne**. *The Uninsured in Michigan. Cover Michigan 2013*. July 2013. Center for Healthcare Research & Transformation. Ann Arbor, MI.
- Young, Danielle; Hammoud, Abdullah; **Udow-Phillips, Marianne**; Riba, Melissa; Stadler, Phillip. *Satisfaction with Health Care Coverage*. Cover Michigan Survey 2013. July 2013. Center for Healthcare Research & Transformation. Ann Arbor, MI.
- Hemmings, Brandon; Waldinger, Rachel; Fangmeier, Joshua; **Udow-Phillips, Marianne**. *The ACA and Its Effects on Small Employers*. May 2013. Center for Healthcare Research & Transformation. Ann Arbor, MI.
- Young, Danielle; Stadler, Phillip; **Udow-Phillips, Marianne**; Riba, Melissa. *Access to Health Care in Michigan*. Cover Michigan Survey 2013. March 2013. Center for Healthcare Research & Transformation. Ann Arbor, MI.
- Davis, Matthew M.; **Udow-Phillips, Marianne**; Riba, Melissa; Young, Danielle; Royan, Regina. *Primary Care Capacity and Health Reform: Is Michigan Ready?* January 2013. Center for Healthcare Research & Transformation. Ann Arbor, MI.
- **Udow-Phillips, Marianne**; Fangmeier, Joshua; Buchmueller, Thomas; Levy, Helen. *The ACA's Medicaid Expansion: Michigan Impact*. October, 2012. Center for Healthcare Research & Transformation. Ann Arbor, MI.
- Fangmeier, Joshua; Tommasulo, Peter; Eller, Patrice; **Udow-Phillips, Marianne**. *Affordable Care Act Funding: An Analysis of Grant Programs under Health Care Reform*. September 2012. Center for Healthcare Research & Transformation. Ann Arbor, MI.
- Fangmeier, Joshua; Linder, Jonathan; Moore, Jonathan; **Udow-Phillips, Marianne**. *The Affordable Care Act and its Effect on Health Insurance Market Segments*. August 2012. Center for Healthcare Research & Transformation. Ann Arbor, MI.
- Kofke-Egger, Heather and **Udow-Phillips, Marianne**. August 2012. *Intensity-Modulated Radiation Therapy for Breast and Lung Cancer: A Review of Use, Cost, Clinical Evidence and Safety*. Center for Healthcare Research & Transformation. Ann Arbor, MI.
- Ogundimu, Tomi; Fangmeier, Joshua; Stock, Karen; **Udow-Phillips, Marianne**. *Medicaid Eligibility in Michigan: 40 ways*. July 2012. Center for Healthcare Research & Transformation. Ann Arbor, MI.
- Brown, Ruth; Kofke-Egger, Heather; Hemmings, Brandon; **Udow-Phillips, Marianne**. *Variation in Interventional Cardiac Care in Michigan*. 2012. Center for Healthcare Research & Transformation. Ann Arbor, MI.
- Fangmeier, Joshua; **Udow-Phillips, Marianne**. *The Affordable Care Act and Its Effects on Midsize and Large Employers*. October 2011. Center for Healthcare Research & Transformation. Ann Arbor, MI.
- Riba, Melissa, Nathaniel Ehrlich, **Marianne Udow-Phillips**, and Karen Clark. *Cover Michigan Survey 2011*. Ann Arbor, MI; Center for Healthcare Research & Transformation, 2011.
- Ogundimu, Tomi; Eller, Patrice; **Udow-Phillips, Marianne**. *Guide to State Requirements and Policy Choices in the Affordable Care Act*. April 2011. Center for Healthcare Research & Transformation. Ann Arbor, MI.

- Kofke-Egger, Heather, **Udow-Phillips, Marianne**. *Antibiotic Prescribing and Use*. February 2011. Center for Healthcare Research & Transformation. Ann Arbor, MI.
- Health Care for (Nearly) All in the U.S., Credit Suisse Members' Letter 4, February 2011.
- Kofke-Egger, Heather, Ehrlich, Emily; **Udow-Phillips, Marianne**. *Prematurity*. November 2010. Center for Healthcare Research & Transformation. Ann Arbor, MI.
- **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.
- Ehrlich, Emily; Kofke-Egger, Heather, **Udow-Phillips, Marianne**. *Health Care Cost Drivers: Chronic Disease, Comorbidity, and Health Risk Factors in the U.S. and Michigan*. August 2010. Center for Healthcare Research & Transformation. Ann Arbor, MI.
- Ogundimu, Tomi; **Udow-Phillips, Marianne**. *Impact of Health Reform on Coverage in Michigan*. June 2010. Center for Healthcare Research & Transformation. Ann Arbor, MI.
- Eller, Patrice; Ogundimu, Tomi; **Udow-Phillips, Marianne**. *The Patient Protection and Affordable Care Act at the State and Local Level*. June 2010. Center for Healthcare Research & Transformation. Ann Arbor, MI.
- Ogundimu, Tomi; Ehrlich, Emily; **Udow-Phillips, Marianne**. *The Cost Burden of Disease. January 2010*. Center for Healthcare Research & Transformation. Ann Arbor, MI.
- Kofke-Egger, Heather; Ehrlich, Emily; **Udow-Phillips, Marianne**. *Health Care Spending by Country, State, and Payer*. December 2009. Center for Healthcare Research & Transformation. Ann Arbor, MI.
- **Udow-Phillips, Marianne**. *Cover Michigan: The State of Health Care Coverage in Michigan*. Ann Arbor, MI; Center for Healthcare Research & Transformation, 2009.
- Selected Presentations
- Fits like a Glove? The ACA in the Mitten. Wolverine Caucus. January 28, 2015.
- *To Consolidate or Not: Four Power Players Weigh In*. Crain's Detroit Business 2014 Health Care Leadership Summit. November 6, 2014. (Panel moderator)
- Health and Health Care Trends: Children and Seniors in Michigan. Michigan Health Endowment Fund. July 21, 2014.
- *Setting the Context: Health Care in Detroit*. National Health Policy Forum Detroit Site Visit. February 20, 2014.
- *Going Where the Money Is: Health Care Cost Drivers*. Robert Wood Johnson Foundation and Consumers Union consumer advocate workshop. November 11, 2013.
- Health Care In Michigan: The Affordable Care Act and The Road Ahead. Oakwood Healthcare System Board Retreat. September 7, 2013.
- Navigating the Regulatory, Economic and Consumer Landscape. VHA 2013 Navigating to Excellence Forum. May 1, 2013.



- *The Changing Landscape: The Course of Health Care in Michigan*. Detroit Regional Chamber's 2013 Health Care Leaders Forum. March 21, 2013.
- What Do Americans Really Think About Health Care Reform? & Current Status of the Affordable Care Act. American Ophthalmological Society's Healthcare Symposium. May 19, 2012.
- United Way of Tuscon's Business Leaders Breakfast keynote speaker. February 14, 2012.
- *Michigan Health Care: Trends, Cost Drivers, and Geographic Variation*. Congressional briefing (with Thomas Simmer, M.D., Blue Cross Blue Shield of Michigan's chief medical officer), Washington D.C. January 28, 2011.
- *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, among others