Appendix I: Workgroup Structure and Participants

**Workgroup structure**

The Infant Mortality Workgroup was chaired by Ben Steffen, the Executive Director of the Maryland Health Care Commission. Workgroup vice chairs will be Lee Woods, MD, PhD, Director, Office of Surveillance Quality Initiatives, Maternal and Child Health Bureau, Maryland Department of Health and Noel Brathwaite, Ph.D., Director of the Office of Minority Health and Health Disparities, Maryland Department of Health.

*Figure 1: Work Group Structure*

The Maryland Health Care Commission and the Maryland Department of Health (including the Maternal and Child Health Bureau, the Office of Minority Health and Health Disparities, and Vital Records (i.e. State entities required by the authorizing statute)) convened a steering committee to plan for the Study. Funding and staffing for the study was provided by MHCC.

The Infant Mortality Workgroup had three temporary subgroups: Data analytics, Best Practices/Literature Reviews, and Community and Consumer Experience.

*Figure 1: Workgroup Structure*
1. **Data analytics**: This subgroup provided input on the development of the data analytics approach and focus and feedback on data analytic results. This subgroup met two times. This subgroup was led by co-chairs: David Mann, Epidemiologist in the Office of Minority Health and Health Disparities at MDH and Lawrence Reid, Director of the Office of Maternal and Child Health Epidemiology at MDH until Mr. Reid left MDH.

2. **Innovative Programs**: The innovative programs subgroup provided input on research on innovative programs and best practices, and feedback on the results of literature reviews and other research related to programs. This subgroup met once.

3. **Community and Consumer Experience**: This subgroup focused on the experience of Maryland communities and consumers. This subgroup met once.

**Workgroup participant list**

Below is a list of work group participants. Some participants attended all or most meetings, while others only participated in a single meeting.

**Chair**

Ben Steffen, Executive Director, Maryland Health Care Commission

**Co-Chairs**

Dr. Noel Brathwaite, Director, Office of Minority Health and Health Disparities, Maryland Department of Health

Dr. Lee Woods, Medical Director, Maternal and Child Health Bureau, Maryland Department of Health

**Work Group Participants**

Lauren Arrington, American College of Nurse Midwives- Maryland Affiliate

Hosanna Asfaw-Means, Grants Program Manager, Community Affairs, CareFirst BlueCross BlueShield

Dr. Robert Atlas, Chair, Department of Obstetrics and Gynecology, Mercy Medical Center, American College of Obstetrics and Gynecology—Maryland Chapter (Member), Representing the Maryland Hospital Association

Carla Bailey, Director, Perinatal Programs, Maryland Institute for Emergency Medical Services Systems

Stacey Brown, Director of Program and Research, Family Tree

Lisa Burgess, Maryland Department of Health

Matt Celentano, Funk & Bolton, League of Life & Health Insurers

Dr. Adrienne Collier, Pediatrician, Kaiser Permanente

Charnell Covert, Community Organizer/Artist, FORCE: Upsetting Rape Culture, Adjunct Professor at Towson University

Xue (Sherry) Dai, Senior Regulatory and Policy Analyst, CareFirst BlueCross BlueShield
Shirley Devaris, Director, Legislative Affairs, Board of Nursing
Sade Diggs, Rural Health Coordinator, Office of Rural Health, Maryland Department of Health
Rebecca Dineen, Deputy Commissioner, Baltimore City Health Department
Bonnie DiPietro, Director of Operations, Maryland Patient Safety Center
Geoff Dougherty, Deputy Director, Health Services Credit Review Commission
Maisha DouyonCover, Senior Program Specialist, Office of Minority Health and Health Disparities, Maryland Department of Health
Anne Eder, Director, Program Services, March of Dimes, Maryland and DC
Robyn Elliot, Lobbyist, Public Policy Partners
Marianne L. Hiles, Clinical Nurse Specialist, Family Center, Department of Professional and Clinical Development, Frederick Regional Health System, Representing the Maryland Nurses Association
Kimberly Hiner, Program Administrator, Community Health Workers, Maryland Department of Health
Lee Hurt, Director, Vital Statistics, Maryland Department of Health
Anne Jones, Acting Program Manager for Hospitals, Office of Health Care Quality
Neal Karkhanis, Director, Government Affairs, Maryland Hospital Association
Pam Kasemeyer, Schwartz, Metz, and Wise, P.A., representing MedCHI
Sandy Kick, Program Manager, Medicaid, Maryland Department of Health
Dr. Arethusa Kirk, Chief Medical Officer, UnitedHealthcare Community Plan of Maryland
Mark Luckner, Executive Director, Maryland Community Health Resources Commission
Dr. David Mann, Epidemiologist, Office of Minority Health and Health Disparities, Maryland Department of Health
Nathan McCurdy, Sr. Policy Analyst & Counsel, Department of Legislative Services
Dr. Reagan McDonald, Medical Director, Planned Parenthood of Maryland
Kendra McDow, Epidemiologist
Dr. Russell Moy, Health Officer, Harford County
Jeanne Murphy, Assistant Professor, George Washington Univ., American College of Nurse Midwives - Maryland Affiliate
Dr. Lillian Norris-Holmes, retired educator, Advocates for Children and Youth
Yolanda Ogbolu, Assistant Professor of Global Health, UM School of Nursing
Dr. Sheila Owens-Collins, Medical Director- Health Equity, Johns Hopkins HealthCare
Jay Parekh, President, Kloudata, INC
Dr. Meghana Rao, Obstetrics & Gynecology, St. Agnes Hospital, American College of Obstetrics and Gynecology—Maryland Chapter
Lawrence Reid, Former Epidemiologist, Maternal and Child Health Bureau, Maryland Department of Health
Renee Roberts, Health Services Director, UnitedHealthcare Community Plan - Maryland
Ana Rodney, Executive Director, Momcares
Kristin Silcox, Epidemiologist, Office of Maternal and Child Health, Maryland Department of Health
Dr. Donna Strobino, Professor, Johns Hopkins School of Public Health
Kellee White, Associate Professor, Center for Health Equity, School of Public Health, University of Maryland
Shanna Wideman, Behavioral Health Administration, Maryland Department of Health
Andrea Williams-Muhammad, Director, Baltimore Doulas
Lara Wilson, Executive Director, Maryland Rural Health Association
Ben Wormser, Pediatrician, Fellow, Johns Hopkins
Andy Zumbrum, Chief, Quality Analysis and Reporting, Health Services Credit Review Commission

MHCC Staff
LaWanda Edwards, Program Manager, Maryland Health Care Commission
Megan Renfrew, Chief of Government Affairs and Special Projects, Maryland Health Care Commission

University of Maryland School of Public Health Staff/Contractors
Elaine Anderson, Professor
Sandra Crouse Quinn, Professor
Jessica Gleason, Ph.D. Graduate
Amelia Jamison, Research Assistant
Dushanka Kleinman, Professor, Associate Dean of Research
Marian Moser Jones, Professor
Debbie Quint Shelef, Ph.D. Student
Edmond Shenassa, Professor
Marie Thoma, Professor