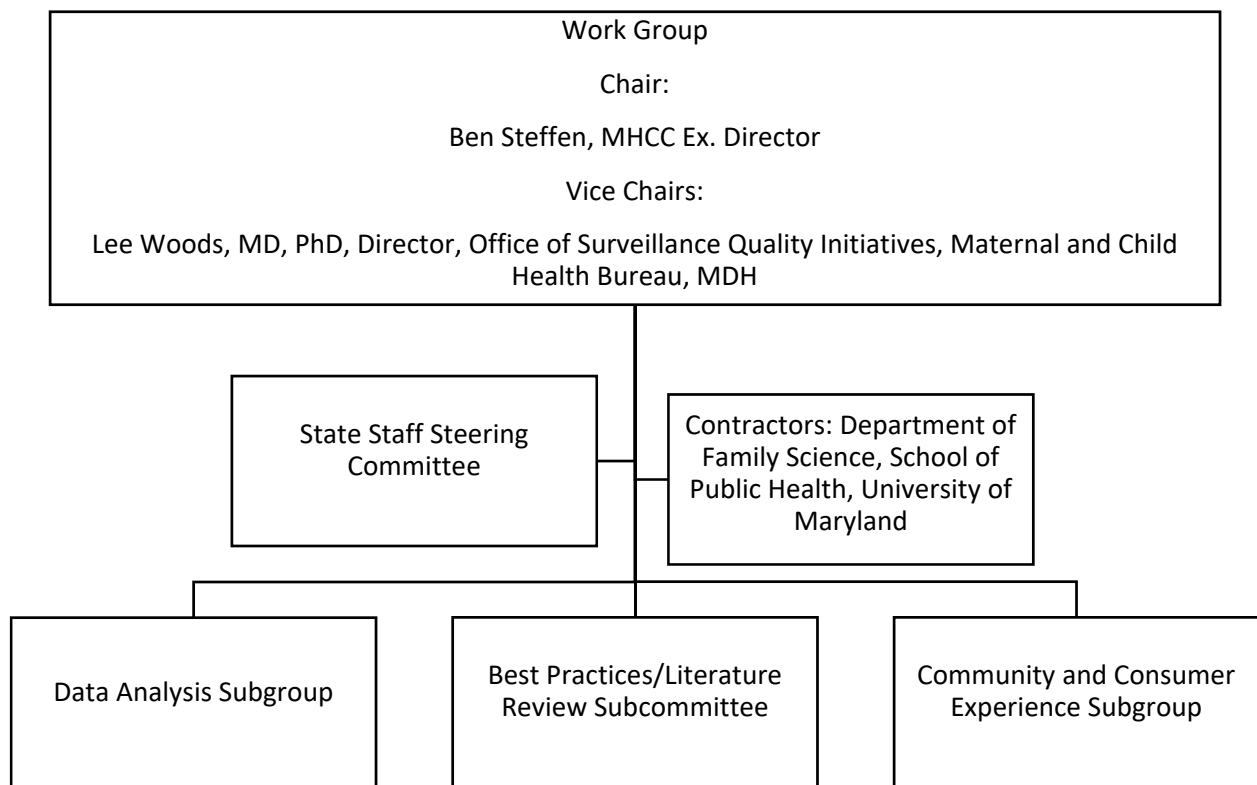


Appendix I: Workgroup Structure and Participants

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, Klouddata, 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