



MURIEL BOWSER
MAYOR

April 30, 2024

The Honorable Phil Mendelson
Chairman
Council of the District of Columbia
John A. Wilson Building
1350 Pennsylvania Avenue, NW, Suite 504
Washington, DC 20004

Dear Chairman Mendelson:

In accordance with section 2 of the Confirmation Act of 1978, effective March 3, 1979 (D.C. Law 2-142; D.C. Official Code § 1-523.01), and pursuant to section 5043 of the Commission on Health Equity Amendment Act of 2016, effective October 8, 2016 (D.C. Law 21-160, D.C. Official Code § 7-756.01), I am pleased to nominate the following individual:

Dr. Linda Elam
27th Street, NE
Washington, DC 20018
(Ward 5)

for reappointment as a voting member with expertise in social and human services and vulnerable populations of the Commission on Health Equity, for a term to end February 1, 2026.


Enclosed, you will find biographical information detailing the experience of the above-mentioned nominee, together with a proposed resolution to assist the Council during the confirmation process.

I would appreciate the Council's earliest consideration of this nomination for confirmation. Please do not hesitate to contact me, or Steven Walker, Director, Mayor's Office of Talent and Appointments, should the Council require additional information.

Sincerely,

A handwritten signature in black ink that reads "Muriel Bowser".

Muriel Bowser
Mayor



Chairman Phil Mendelson
at the request of the Mayor

A PROPOSED RESOLUTION

IN THE COUNCIL OF THE DISTRICT OF COLUMBIA

To confirm the reappointment of Linda Elam to the Commission on Health Equity.

RESOLVED, BY THE COUNCIL OF THE DISTRICT OF COLUMBIA, that this resolution may be cited as the “Commission on Health Equity Linda Elam Confirmation Resolution of 2024”.

Sec. 2. The Council of the District of Columbia confirms the reappointment of:

Dr. Linda Elam
27th Street, NE
Washington, DC 20018
(Ward 5)

as a voting member with expertise in social and human services and vulnerable populations of the Commission on Health Equity, established by section 5043 of the Commission on Health Equity Amendment Act of 2016, effective October 8, 2016 (D.C. Law 21-160, D.C. Official Code § 7-756.01), for a term to end February 1, 2026.

Sec. 3. The Council of the District of Columbia shall transmit a copy of this resolution, upon its adoption, to the nominee and to the Office of the Mayor.

Sec. 4. This resolution shall take effect immediately.

CURRICULUM VITA

Linda Diane Elam

PERSONAL DATA



EDUCATION

Ph.D. **Johns Hopkins University Bloomberg School of Public Health**
Department of Health Policy and Management
Faculty: Health Policy
Concentration: Health and Social Policy, May 2004
Dissertation: "Insurance Status, Race, Ethnicity and Access to Antidepressant Medications"

Activities and Honors: Universitywide Predoctoral Fellowship (tuition and stipend for two years of study)

Teaching Assistantships: Health and Public Policy Seminar, Dr. Thomas LaVeist, professor (four quarters, academic year 1997-98); Head Teaching Assistant, Health Politics and Policy, Dr. Vicente Navarro, professor (third quarter, 1998).

M.P.H. **University of California at Berkeley School of Public Health**
Specialization: Health Policy and Administration, May 1996

Activities and Honors: Kaiser Permanente Fellowship (tuition and stipend for first year of study); division representative to the Public Health Graduate Student Association; participant in several community outreach and minority recruitment activities

B.S. **Howard University**
Major: Zoology (Molecular Biology emphasis), May 1982, *cum laude*

Activities and Honors: Full, four-year academic scholarship; full scholarship to attend the 1980 International Summer School at the University of Oslo, Oslo, Norway.

RELEVANT PROFESSIONAL EXPERIENCE

AMERIGROUP DISTRICT OF COLUMBIA, INC. AN ANTHEM COMPANY

Chief Executive Officer and Plan President

2017-present

Responsible for operations and overall performance of Amerigroup, D.C., a Medicaid managed care plan that began operations on October 1, 2017 and that serves over 45,000 members in the District of Columbia. Built a knowledgeable and skilled leadership team of direct reports including two medical directors, a population health director, finance, operations and quality and outreach leads. Cultivate and maintain close working relationships with District of Columbia officials, provider groups and members and their advocates.

OFFICE OF THE ASSISTANT SECRETARY FOR PLANNING AND EVALUATION U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES

Deputy Assistant Secretary

2014-2017

Office of Disability, Aging and Long-Term Care Policy

The Office of the Assistant Secretary for Planning and Evaluation (ASPE) develops and reviews policy on behalf of the Secretary of HHS, providing policy perspectives and empirical analyses that span HHS and Administration programs, public and private sector activities, and the research and practice communities. Lead the Office of Disability, Aging and Long-Term Care Policy that provides direction on HHS policies that support the independence, health and productivity of elderly individuals and people with disabilities, including issues related to integrated care, rehabilitative services, mental health parity, post-acute and long-term care, employment of people with disabilities, and the direct care workforce. Other key areas of focus include policy strategies to end chronic homelessness, developing treatments for and supporting care of people with Alzheimer's and related dementias, and approaches to financing long-term care.

DEPARTMENT OF HEALTH CARE FINANCE GOVERNMENT OF THE DISTRICT OF COLUMBIA

Senior Deputy Director/State Medicaid Director

2011-2014

Deputy Director – Medicaid/State Medicaid Director

Led Medicaid policy and operations within the Department of Health Care Finance (DHCF) which is the District's Medicaid agency, and which also administers the State Child Health Insurance Program (CHIP), the locally funded DC Health Care Alliance, Immigrant Children's program and Medical Charities. Oversaw all DHCF functions pertaining to Medicaid, including policy and research, program operations, program integrity and utilization management, EPSDT functions, long term care, managed care and health reform. Directly supervised five division directors, the Medical Director, a special project officer and a staff assistant.

**Director, Health Care Policy and Planning Administration
Interim Director (January 2011)**

2009-2011

Managed the administration that oversees policy, eligibility, and rate setting and data analytics for the Department of Health Care Finance (DHCF). The Policy and Planning Administration has primary responsibility for monitoring changes to federal policy and proposed or mandated local policies and strategizing appropriate responses; communicating with the Centers for Medicare and Medicaid Services and maintaining the Medicaid State Plan accordingly; establishing fee-for-service provider payment rates; and partnering with sister agencies that serve as Medicaid providers to provide guidance and technical assistance. Served as interim director for the agency during the transition between mayoral administrations in 2011.

THE HENRY J. KAISER FAMILY FOUNDATION

1998-2009

**Principal Policy Analyst
Senior Policy Analyst, Washington, DC**

Coordinated and staffed various projects for the Kaiser Commission on Medicaid and the Uninsured, a policy institute and forum for analyzing health care coverage and access for the low-income population and assessing options for reform. Expert on Medicaid prescription drug policy and dual eligible population; also lead mental health care access work and focused on racial and ethnic health disparities and disparities in access to care. Analyzed data, researched and prepared reports and other materials for presentations, meetings and general dissemination. Planned and oversaw research and reports prepared by contractors. Presented findings to wide range of audiences, including legislative staff, health care industry groups, patient advocates and reporters.

**OFFICE OF THE VICE PRESIDENT FOR HEALTH AFFAIRS
UNIVERSITY OF CALIFORNIA OFFICE OF THE PRESIDENT**

1995-1996

Assistant Legislative Analyst, Oakland, CA

Analyzed pending and enacted legislation to determine impact on health operations of the University. Researched issues concerning University health policies, including health sciences operations, employee and student health benefits and enrollment policies. Interacted with University administration and faculty; students and employees; government representatives and staff; and professional and academic associations. (Initially a six-month internship during the summer and the fall semester of 1995 to satisfy requirements for Master's in Public Health degree. Extended to a part-time position during the completion of the last semester of academic work.)

DEPARTMENT OF HEALTH AND HUMAN SERVICES

1994

Health Educator Specialist II, Long Beach, CA

Conducted workshops, smoking cessation clinics, and prevention outreach in schools, to clinic patients, and to health fair and community event participants. Worked with businesses and other organizations to implement smoke-free policies. Analyzed

effectiveness of Tobacco Education Program in its efforts to reduce smoking in Long Beach. Developed significant part of 1994-1995 operating plan.

ACADEMIC AFFILIATIONS

GEORGE WASHINGTON UNIVERSITY

SCHOOL OF PUBLIC HEALTH AND HEALTH SERVICES

2013 - present

Professorial Lecturer, Department of Health Policy

SELECTED PUBLICATIONS

Jones, E. Zur, J. Elam, L. Off to the Right Start: Well-Child Visit Attendance Among Health Center Users. *Journal of Pediatric Health Care*. 30(5) September-October 2016; 435-443.

Bruen, BK. Elam, L. "Medicaid." In TR Fulda, A Lyles, and AI Wertheimer (Eds.). *Pharmaceutical Public Policy*. CRC Press, Taylor & Francis Group, Boca Raton, Florida. 2016.

Elam, L. "Prescription Drugs Under Medicaid." In TR Fulda and AI Wertheimer (Eds.), *Handbook of Pharmaceutical Public Policy*. The Haworth Press, Binghamton New York. 2007.

The Impact of Part D on Dual Eligibles Who Spend Down to Medicaid. Barbara Coulter Edwards and Sandy Kramer, Health Management Associates, and Linda Elam, Kaiser Commission on Medicaid and the Uninsured. KCMU, Washington, D.C. April 2007.

Observations on the Initial Implementation of the Medicare Prescription Drug Program: Perspectives of State Medicaid Directors Through a Focus Group Discussion. Vernon Smith, Kathleen Gifford, and Sandy Kramer, Health Management Associates, and Linda Elam, Kaiser Commission on Medicaid and the Uninsured. KCMU, Washington, D.C. May 2006.

Transition of Dual Eligibles to Medicare Part D Prescription Drug Coverage: State Actions During Implementation. Vernon Smith, Kathleen Gifford, and Sandy Kramer, Health Management Associates, and Linda Elam, Kaiser Commission on Medicaid and the Uninsured. KCMU, Washington, D.C. February 2006.

Elam, L. Kitchman Stollo, M. The New Medicare Drug Benefit: Implications for States. *The Legislative Voice*. Winter, 2005.

A Medicaid Perspective on Part D Implementation: The Medicare Prescription Drug Program. Findings from a focus group discussion with Medicaid directors. Vernon Smith, Kathleen Gifford, Sandy Kramer, Health Management Associates, and Linda Elam, Kaiser Commission on Medicaid and the Uninsured. KCMU, Washington D.C. December 2005.

Elam, L. Do state Medicaid preferred drug lists affect patient safety? Policy experiments in the states. *Psychiatric Services*: 56(8) August 2005; 1012-1013.

Medicaid Outpatient Prescription Drug Benefits: Findings from a National Survey, 2003. Jeffrey S. Crowley and Deb Ashner, Health Policy Institute, Georgetown University and

Linda Elam, Kaiser Commission on Medicaid and the Uninsured. Washington D.C. December 2003.

Prior Authorization for Medicaid Prescription Drugs in Five States: Lessons for Policy Makers. Jane Tilly, The Urban Institute and Linda Elam, Kaiser Commission on Medicaid and the Uninsured. Washington, D.C. March 2003.

Medicaid and the Prescription Drug Benefit: Cost Containment Strategies and State Experiences. Linda Elam, Kaiser Commission on Medicaid and the Uninsured and Brian Bruen and Jane Tilly, Urban Institute. Kaiser Commission on Medicaid and the Uninsured. Washington, D.C. September 2002.

Medicaid: Purchasing Prescription Drugs, Andy Schneider, Medicaid Policy, LLC and Linda Elam, Kaiser Commission on Medicaid and the Uninsured. Washington, D.C. January 2002.

Outpatient Prescription Drug Benefits Under Medicaid: Detailed Case Studies, Renee Schwalberg, Hilary Bellamy, Mary Giffin, Chris Miller, and Susan Schreiber Williams, Health Systems Research, Inc.; Linda Elam, The Kaiser Commission on Medicaid and the Uninsured. Washington D.C. October 2001.

Medicaid Outpatient Prescription Drug Benefits: Findings From a National Survey and Selected Case Study Highlights, Renee Schwalberg, Hilary Bellamy, Mary Giffin, Chris Miller, and Susan Schreiber Williams, Health Systems Research, Inc.; Linda Elam, The Kaiser Commission on Medicaid and the Uninsured. Washington, D.C. October 2001.

SELECTED PRESENTATIONS AND PANELS

OECD In-Depth: Aging Unequally Roundtable. Organization for Economic Cooperation and Development Washington Center. March 11, 2016.

"The Fight Against Alzheimer's Disease: Research, Prevention and Community." Keynote address. University of Kansas Medical Center. Kansas City, KS. November 23, 2015.

Institute of Medicine Roundtable on Population Health Improvement, Advancing the Science to Improve Population Health Workshop. Population Health Research Priorities: Perspectives from the Field. Washington DC. September 30, 2015.

"Thinking Creatively: Examples of Successful Delivery Models for High-Need Behavioral Health Patients." National Governors Association. Washington DC. April 21, 2015.

Ministers' Roundtable at the Commonwealth Fund's colloquium, "Caring for High Need/High Cost Patients - The Test of a High Performing Health Care System." Washington DC. November 20, 2014.

"The Interplay Between Research, Policy and Program Implementation." American Public Health Association Learning Institute. New Orleans, LA. November 15, 2014.

"Overview of HHS Programs to Prevent and End Homelessness." Veterans Affairs Federal Advisory Committee. September 24, 2014.

"Integrated Delivery Systems and Long Term Supports and Services." Commonwealth Fund's 2014 Harkness Alumni Policy Forum. Washington DC. July 11, 2014

"Alzheimer's Disease and Action: An Overview." President's Council of Advisors on Science and Technology. Washington DC. May 8, 2014.

Medicaid Challenges and Opportunities in the States: Medicaid Directors Roundtable Discussion. Eighth National Medicaid Congress. Crystal City, VA. May 30, 2013.

"Implementation of the ACA." State Medicaid Directors' Panel. 21st Annual Medicaid Managed Care Congress. Baltimore, MD. May 22, 2013.

"Leading up to 2014 – How are States and Stakeholders Managing Medicaid Expansion?" Tenth Annual World Health Care Congress. National Harbor, MD. April 8, 2013.

"Constructing the Foundation for Health Equity: Cultivating Strong Communities for a Healthier Tomorrow." Panelist for the Black Public Health Student Network at George Washington University. Washington, D.C. February 22, 2013.

Medicaid Health Plans of America 2012 Annual Meeting State Medicaid Directors Panel. October 24, 2012.

"Separating Fact from Fiction: The Supreme Court Ruling on the ACA and Why We Must Save Medicaid." Session Moderator, the 2012 Congressional Black Caucus Fall Health Braintrust. September 21, 2012.

"District of Columbia's Public Health Care Programs in a Post-Reform Environment." Presentation for the District of Columbia Health Insurance Forum. Washington, D.C. May 26, 2011.

"Fiscal Responsibility and Healthcare Reform Working Hand in Hand." 12th Annual Colloquium on African American Health, National Black Caucus of State Legislators/National Medical Association. Washington, D.C. March 12, 2011.

"Medicare and Medicaid for Hispanic Older Adults." Presentation at the National Hispanic Council on Aging Annual Conference. Albuquerque, NM. November 6, 2008.

"Reversing the 'Brain Drain': Emerging Leaders' Charge for Creating Healthy Communities." Session at the Congressional Black Caucus Foundation's 38th Annual Legislative Conference. Washington, D.C. September 26, 2008

"Lessons From the Implementation of Medicare Part D: Effects on Dual Eligibles in Three States." Presentation at the National Health Law Program's Health Advocates Conference. Washington, D.C. December 4, 2006.

"Medicare Part D: Focus on Low Income Beneficiaries." Presentation at the Association of Government Accountants Blue Ridge Professional Development Conference. Charlottesville, VA. July 27, 2006.

Legislative and Regulatory Panelist, Community Pharmacy Leaders Forum. AmerisourceBergen National Healthcare Conference and Exposition. Las Vegas, NV. July 13, 2006.

"Dual Eligibles and the Transition to Medicare Drug Coverage." Presentation to the MedImpact Annual Conference. La Jolla, CA. March 3, 2006.

"Medicare/Medicaid Dual Eligibles." Web-based tutorial. http://www.kaiseredu.org/tutorials_index.asp#duals March 2006.

"Dual Eligibles and the Transition to Medicare Drug Coverage." Briefing to District of Columbia Medical Care Advisory Committee. Washington D.C. January 22, 2006.

"Implications of the Medicare Prescription Drug Benefit for African Americans." Briefing to Congressional African American Working Group; Washington DC. January 17, 2006.

"Insights on Transitioning From Medicaid to the New Medicare Prescription Drug Benefit." Conference call briefing. December 19, 2005.

"Access to Prescription Drugs: State Roles After MMA." Briefing to National Council of State Legislators Health Chairs. Chicago, IL. December 6, 2005.

"Implications of the Medicare Prescription Drug Benefit." Media Briefings on Medicare Part D and impacts on African Americans and Latinos. November 14 & 16, 2005.

"The Transition of Dual Eligibles to Medicare Drug Coverage." Pinsonault Associates' 2005 Medicaid-Medicare Symposium, Marina del Rey, CA, May 5, 2005

"Medicaid's Drug Benefit: A National Perspective." Medicine for People in Need (MedPin), Sacramento, CA, September 22, 2004

"Medicaid 101", National Alliance for the Mentally Ill (NAMI), Washington DC, September 8, 2004

"Medicaid's Drug Benefit: States' Responses to Fiscal Pressures and a Changing Environment." Center for Business Intelligence, Medicaid Rebate Conference, Orlando, FL, May 14, 2004.

"The Medicaid Drug Benefit: States' Responses to Fiscal Pressures and a Changing Environment." Pinsonault Associates, Medicaid-Medicare Symposium, Marina del Rey, CA, May 6, 2004.

"Preferred Drug Lists and Prior Authorization in Medicaid." Epilepsy Foundation 2004 Public Policy Institute, Washington, D.C., March 24, 2004.

"Controlling Medicaid Prescription Drug Expenditures." AcademyHealth 2003 Annual Research Meeting, Nashville, TN, June 27, 2003.

"Medicaid's Prescription Drug Benefit: Cost of Containment Strategies and Beneficiary Access." Institute for International Research, Drug Access for Underserved and Uninsured, Rosslyn, VA, January 28, 2003.

"Prior Authorization in Medicaid." Families USA, Health Action Conference, workshop on prior authorization, Washington, D.C., January 24, 2003.

"Meeting the Challenge of Rising Health Care Costs: Medicaid and Prescription Drugs," presentation by Diane Rowland and Linda Elam to the National Association of State Medicaid Directors, Bethesda, MD, October 18, 2000.

"Race, Ethnicity and Access to Medical Care," Morehouse School of Medicine Clinical Research Center, Atlanta, GA, March 3, 2000.

HONORS AND ACTIVITIES

Head of US Delegation, 18th Session of the Health Committee, Directorate for Employment, Labor and Social Affairs, Organization for Economic Cooperation and Development. Paris, France, December 3-4, 2015.

Represented US Government during G7 Global Action Against Dementia initiative, in London, England; Ottawa, Canada; Geneva, Switzerland (for the first WHO Ministerial Conference on Global Action Against Dementia in March 2015); and remotely.

National Association of Health Services Executives, Washington Metropolitan Area Chapter 2014 Distinguished Woman Healthcare Leadership Award.

Delta Omega Public Health Honor Society, Alpha Chapter, Johns Hopkins Bloomberg School of Public Health. Inducted as Alumni Member May, 2013.

Medicaid Leadership Institute Class of 2013. Robert Wood Johnson Foundation and Center for Health Care Strategies. www.medicaidleaders.org

Participant, Action Roundtable Addressing Ethnic and Racial Disparities in Mental Health Care, convened by American Psychiatric Association and American Psychiatric Foundation, Washington, D.C., March 15-16 2005.

Member, Special Advisory Committee, FamiliesUSA Health Action 2005 Meeting

Participant, Thought Leaders in Minority Health, "Assuring that the Medicare Modernization Act Improves the Health of Minority Communities." National Minority Health Month Foundation, Washington, D.C., September 30, 2004.

Member, Advisory Board for the newsletter *Rx for Access*, a now-defunct collaboration between Medicine for People in Need (Medpin) and Volunteers in Healthcare (VIH)

Peer Reviewer for *Journal of Health Care for the Poor and Underserved*, 2008

Peer Reviewer for *Health Services Research*, 2007

Peer Reviewer for *Health Affairs*, 2003

Abstract reviewer for 2001 AcademyHealth Annual Meeting

MEMBERSHIPS AND AFFILIATIONS

National Academy of Social Insurance

American Public Health Association

National Association of Medicaid Directors, 2012-2014.



Executive Office of the Mayor – Mayor’s Office of Talent and Appointments
John A. Wilson Building | 1350 Pennsylvania Avenue, Suite 600 | Washington, DC 20004

Dr. Linda Elam



Dr. Linda Elam is a health policy and management leader with deep expertise in the financing and delivery of health care to vulnerable populations. Presently, Dr. Elam is CEO and Plan President of Amerigroup, District of Columbia, Inc., a Medicaid managed care plan. Amerigroup D.C., an Anthem company, went live on October 1, 2017, and serves over 45,000 members.

From March 2014 through the end of the Obama Administration, Dr. Elam served as the Deputy Assistant Secretary for Planning and Evaluation directing the office of Disability, Aging and Long-Term Care Policy (DALTCP) at the U.S. Department of Health and Human Services (HHS). The Office of the Assistant Secretary for Planning and Evaluation (ASPE) develops and reviews policy on behalf of the Secretary of HHS, and its unique role is to provide cross cutting policy perspectives and empirical analyses that span HHS and Administration programs, public and private sector activities, and the research and practice communities. Through her work at DALTCP, Dr. Elam provided leadership on HHS policies that support the independence, health and productivity of elderly individuals and people with disabilities, including issues related to integrated care, rehabilitative services, mental health parity, post-acute and long-term care, employment of people with disabilities, and the direct care workforce. Key areas of Dr. Elam’s work included leadership on the National Alzheimer’s Project Act Federal Advisory Council, policy strategies to end chronic homelessness, connecting reentering populations with behavioral health needs to care, and approaches to financing long-term care.

Prior to her appointment to ASPE, Dr. Elam was Senior Deputy Director and State Medicaid Director at the District of Columbia’s Department of Health Care Finance (DHCF). As Medicaid Director, Dr. Elam oversaw the offices responsible for program operations, policy and research, health care delivery management, health reform and innovation, long term care, and the Office of the Medical Director. Previously, Dr. Elam served as the Director of the Health Care Policy and Planning Administration within DHCF and she served as agency Interim Director during the 2011 mayoral transition. During her time at DHCF, Dr. Elam was responsible for leading critical programmatic changes related to the Affordable Care Act, including Medicaid expansion and the initial work that established the District’s health benefits exchange. In addition, she spearheaded Medicaid long-term care reform activities designed to both right-size the program and improve the quality of benefits delivered to eligible residents.

A Ward 5 resident, Ms. Elam earned her Bachelor of Science in Zoology from Howard University, her Master of Public Health from the University of California at Berkeley, and her PhD in Health Policy and Management from Johns Hopkins University.



GOVERNMENT OF THE DISTRICT OF COLUMBIA
Executive Office of Mayor Muriel Bowser



Office of the General Counsel to the Mayor

To: Tomas Talamante, Steve Walker
From: Betsy Cavendish
Date: April 19, 2024
Subject: Legal sufficiency review of Resolutions nominating Mighty Fine, Ana Lopez Van Balen, Linda Elam, Nicole Strachan, and Dr. Suyana Linhales Barker as members of the Commission on Health Equity

This is to Certify that this office has reviewed the above-referenced resolutions and found them to be legally unobjectionable. If you have any questions in this regard, please do not hesitate to call Erika Satterlee, Deputy General Counsel, Executive Office of the Mayor, at 202-724-1303, or me at 202-724-7681.

A handwritten signature in black ink that reads 'Elizabeth A. Cavendish'. The signature is written in a cursive style.

Elizabeth A. (Betsy) Cavendish