



**Background for July 11, 2022 OMB Meeting  
RIN 0938-AU82**

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**National Academy for State Health Policy's (NASHP) Hospital Cost Tool (HCT):**

<http://d3g6lgu1zfs2l4.cloudfront.net>

**Our Healthcare System is Broken Video:** <https://vimeo.com/manage/videos/370986554>

**32BJ SEIU Healthcare Success Story Video:** <https://vimeo.com/723487060/b7ef0041ba>

**Bios of Attendees**

**Cynthia A. Fisher**

Founder and Chairman, PatientRightsAdvocate.org



Cynthia A. Fisher is Founder and Chairman of PatientRightsAdvocate.org, a nonprofit organization seeking healthcare price transparency, giving power to American consumers to know actual prices, competition, and lower costs of care and coverage through a functional marketplace and choice. Cynthia is best known for her pioneering work as Founder and CEO of ViaCord, Inc., a leading umbilical cord blood stem cell banking company which she started in 1993. In 2000, she co-founded and was president of the cellular medicines company, ViaCell, Inc. which went public in 2005.

Cynthia also serves on the public company boards of the Boston Beer Company, Inc. and Easterly Government Properties, Inc. She co-founded and is Chairman of Fitmoney.org which provides curriculum for K-12 financial literacy. She serves on the board of the National Park Foundation and previously served on the board of directors of Water.org.

Cynthia holds an MBA from Harvard Business School and a BS and honorary Doctorate of Science from Ursinus College.

**Neil Mayle**

Founder and CEO, Visible Charges, LLC



Neil Mayle is the founder and President of Visible Charges, LLC. He studied Electrical Engineering as an undergraduate at MIT and did graduate work in Computer Science at the MIT Artificial Intelligence Laboratory. He completed an MBA at the MIT Sloan School of Management.

He has consulted for research laboratories, large high tech companies including Apple, Analog Devices, Hewlett Packard and several Fortune 500 companies. He has been the founder of software and data analysis companies. In the late 1990s, at a startup he founded, he was one of the two inventors on the central patent for photo sharing on the web.

Visible Charges was founded in 2021. It collects health pricing information disclosed under the Federal price transparency rules. The company curates the data into a searchable database for rich analysis including price comparisons across hospitals and across insurance plans of drug, procedures and supplies.

**Marilyn Bartlett**

Founder, MJ Bartlett Consulting



As a CPA, Marilyn narrowed her focus to health care financial management, serving as Controller for a national health insurance carrier, CFO for a regional TPA, and health management positions within the Montana State Government.

Marilyn took the helm of the State of Montana Employee Benefit Plan in late 2014, moving the Plan from projected reserves of -\$9 million to \$112 million in less than 3 years. She disrupted the status quo by implementing reference-based contracting with all Montana hospitals; transparent, pass through pharmacy benefit; enhanced primary care on-site health clinics; and elimination of non-value added products and services.

For her work in the health care financial arena, Marilyn was selected as #13 of the World's 50 Greatest Leaders by Fortune Magazine.

Marilyn currently serves as a Senior Policy Fellow for the National Academy of State Policy (NASHP), where she supports the NASHP Hospital Cost Tool. Using Medicare Cost Report data, the tool calculates selected financial metrics for over 6,500 hospitals spanning 10 years. The tool provides states, employers, and other purchasers of hospital care critical data to support cost containment measures.

**Jodi Daniel**

Partner, Crowell & Moring



Jodi Daniel is a partner in Crowell & Moring's Health Care Group, a member of the group's Steering Committee, and leads the firm's Digital Health Practice. Jodi is a managing director of Crowell Health Solutions (CHS), a strategic consulting firm affiliated with Crowell & Moring.

Prior to joining Crowell & Moring, Jodi was the founding director of the Office of Policy in the Office of the National Coordinator for Health Information Technology (ONC), U.S. Department of Health and Human Services (HHS), and the first Senior Counsel for Health Information Technology in the Office of the General Counsel (OGC). At HHS, Jodi helped spearhead important changes in health information privacy and health information technology to improve health care for consumers nationwide. She was also one of the key drafters of the

original Health Insurance Portability and Accountability Act (HIPAA) Privacy Rules and Enforcement Rules and developed the model privacy notice for personal health records.

At OGC, Jodi developed the foundational legal strategies and coordinated all legal advice regarding health IT for HHS, founded and chaired the health IT practice group within OGC, and worked closely with CMS in developing e-prescribing regulations and the Stark and anti-kickback rules regarding e-prescribing and electronic health records.

Jodi began her career at a large insurance company advising employers on managed care and group health benefits. She is ranked by Chambers USA for both Healthcare and Privacy & Data Security: Healthcare.