

**Robb A. Cohen**  
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#### **EDUCATION**

**THE WHARTON SCHOOL**, University of Pennsylvania  
Master of Business Administration, Dual Majors in Finance and Health Care Management

Philadelphia, PA  
1990-1992

**UNIVERSITY OF MARYLAND**  
Bachelor of Business Administration

College Park, MD  
1981-1985

#### **EXPERIENCE**

**Advanced Health Collaborative (AHC)**  
CEO

Baltimore, MD  
2015 - 2016

- AHC is jointly owned by 7 independent Maryland hospitals / health systems, including 10 hospitals, thousands of owned and networks physicians, and many other delivery system components
- Maryland hospitals operate under the only All-Payer State Rate Setting System in the country. The system started in the 1970s, and as of January 1, 2014, through a Demo with CMS / CMMI, transitioned to a system with hospital Global Budgets, so that the entire \$15b hospital industry is fully at risk for volume, through hospital specific Global Budgets
- AHC was founded to primarily help implement and scale care management and population health, for this network of independent health systems, which is now the largest hospital network in Maryland, in order to help them meet the demands of transitioning overnight from a fee-for-service to a fee-for-value industry
- Throughout 2013 and 2014, after the sale of XLHealth to United, I consulted to the State of Maryland on the design and implementation of the new Global Budget Rate Setting System, including running and managing multi-stakeholder workgroups for the State. Now, as a representative of AHC, I sit on many State run and sanctioned Boards, Workgroups, and Committees responsible for developing and implementing policies (including many CMS / CMMI requests) and operations to guide the hospital industry to meet the requirements of and be successful under the new Global Budget system

**PHOENIX HEALTHCARE CONSULTING, INC. / ROBB COHEN CONSULTING**  
Co-Founder / Principal / President

Baltimore, MD  
1998 – 2003, and  
2013 – 2014

- Provides health care consulting services, primarily in the areas of care management, chronic disease management, Medicare / Medicaid, population health, and public policy/regulation. Clients include payors, providers (hospitals/health systems, nursing homes, physicians, etc.), governments, and other health care related organizations. Experience includes government testimony and lobbying, as well as expert witness testimony and litigation support.

**XLHealth, Inc. / United Healthcare**  
VP Medicare Policy, United HealthCare

Baltimore, MD  
Feb 2012 – Dec 2012

Co-Founder, Chief Gov't Affairs Officer, Interim CEO of Health Plans, Board of Health Plans

2003 – Feb 2012

- Originally hired as a consultant to write the Company Business Plan in 1998. Joined full time as part of the founding management team in 2003, as a result of obtaining an \$80m in revenue contract from CMS. Led transition to and launch of Medicare Special Needs Plans, which resulted in Company growing to over \$2b in annual revenue, \$300m in profits, over 1000 employees, and sale to United HealthCare for \$2.4b
- Responsible for developing products and marketing to primarily the federal government and state governments
- Key member of management team responsible for Corporate Strategy (including Disease Management, and transition from Disease Management to Medicare Health Plan), Product Development, pre-implementation budget, and building operational management teams

- Built/Led team responsible for successfully securing one of nine CMS Medicare Health Support contracts
- Built/Led team responsible for getting State & Federal licenses, and for successfully developing CMS Medicare Advantage Special Needs Plans, including the nations only Regional PPO Special Needs Plans for the Chronically Ill, which are also the nations largest Chronic Special Needs Plans
- Responsible for market selection and product development, based on company expertise and state and federal needs
- Primary contact with CMS, Congress, White House, OMB, CBO, GAO, and other influencers, including AHIP, SNP Alliance, and MedPAC
- Primary contact with Governor's Offices, State Health Departments, and State Insurance Departments in all target states
- Responsible for product development and pre-implementation budget
- Developed and manage team of federal and state lobbyists, to promote XLHealth, the Disease Management industry, and Medicare Special Needs Plans
- Lead Company's participation in and speaking at industry conferences, and represent Company in the media

## **DOCTORS HEALTH**

Owings Mills, MD

Director, Managed Care Finance & Product Development

1995-1998

- Created medical loss ratio/health care expenditure budget, including use rate and price targets, in order to support the overall business plan and investor due diligence, for the largest regional physician-driven full risk bearing network (revenue over \$150 million/year)
- Developed and managed corporate financial reporting, including revenue, expenses, profitability, membership, and utilization reports, for use by senior management, investors, and the Board
- Payer negotiation and product development, and provider negotiation and network development for all health care services, including hospital, subacute, outpatient surgery, physician, and ancillary services, which resulted in DH obtaining favorable network pricing
- Designed payment and risk sharing methods for all DH providers, including physician owners, network participants, and partners, such as hospitals, IPAs and PHOs

## **ALEX. BROWN & SONS**

Baltimore, MD

Associate, Public Finance Health Care Group

1992-1995

- Served as project manager or project support for over 15 tax-exempt bond issues totaling in excess of \$750,000,000
- Responsible for all aspects of financing including: debt capacity and credit analyses; structuring; managing finance teams; producing Official Statements; hospital bond rating agency, bond insurer and investor presentations; and closing
- Developed and implemented Health Care Group Business Plan including hiring, marketing, and product development
- Initiated first health care joint venture efforts between Alex. Brown's Public Finance, Corporate Finance, Private Equity and Research Departments, which resulted in many client engagements

## **PROFESSIONAL/VOLUNTEER AFFILIATIONS**

American Diabetes Association, Board

Greater Baltimore Committee Leadership Program (Class of 2009)

Juvenile Diabetes Research Foundation, Mentor

Robb A. Cohen & Gail F. Schwartz Family Foundation, Co-Chair (active with many charities through the Foundation)

The ASSOCIATED: Jewish Community Federation of Baltimore, Board of Governors, and many other Boards & Committees

Wexner Fellow (Class of 2012)

University of Maryland Hillel, Board Member & Co-Chair, Capital Campaign

University of Pennsylvania, Alumni Interviewer

State of Maryland, DHMH, HSCRC and CRISP, Have been appointed to many State Healthcare Workgroups

## **PUBLICATIONS & SPEAKING ENGAGEMENTS**

Robb has published in peer reviewed journals, including Health Affairs and Medical Care, and speaks regularly at industry conferences, regarding topics including Medicare and Medicaid policy, population health management, chronic care management, care coordination, quality evaluation, and risk adjustment.