

Speaker Biographies

Distinguished Guest Speaker



The Honorable Sheldon Whitehouse, United States Senator – Rhode Island

For more than 20 years, Sheldon Whitehouse has served the people of Rhode Island: championing health care reform, standing up for our environment, helping solve fiscal crises, and investigating public corruption. Now, his experience as a seasoned prosecutor and policymaker is at work for Rhode Island in the U.S. Senate, where Sheldon’s 2006 election helped bring new leadership to Congress and set our country on a different course.

Whitehouse has made reforming our broken health care system a hallmark of his career. He founded the Rhode Island Quality Institute, a collaborative effort between health care providers, insurers, and government that has pioneered efforts to expand the use of electronic prescriptions and improve the quality of care delivered in the state’s intensive care units. In the Senate, Whitehouse made health care reform the subject of the first three pieces of legislation he introduced since taking office. This trio of bills is aimed at encouraging health quality reforms, building a national health IT infrastructure, and linking health care payments to health care quality. He has held dozens of meetings with health care leaders and advocacy organizations, in Rhode Island and nationwide, to build consensus on health care reform.

Whitehouse has long been an advocate for environmental protection, health, and conservation. He has argued before the U.S. Supreme Court to protect public wetlands from development; sued to block Bush administration efforts to weaken the Clean Air Act; and led the investigation into a devastating oil spill in Rhode Island’s Narragansett Bay. Whitehouse also launched the first-ever attempt by a state to hold paint manufacturers responsible for allowing toxic levels of lead to accumulate in Rhode Island homes, a public health crisis that has poisoned more than 37,000 children in the state. In the Senate, he has introduced measures that would help wildlife populations and coastal communities adjust to global warming, and cosponsored aggressive legislation to significantly reduce global warming pollutants. As a member of the Senate Environment and Public Works (EPW) Committee, he has also helped lead the Committee’s investigation into political interference at the Environmental Protection Agency (EPA) under the Bush Administration.

A graduate of Yale University and the University of Virginia School of Law, Whitehouse served as a policy advisor and counsel in the Office of the Governor of Rhode Island and as the state’s Director of Business Regulation before being nominated by President Bill Clinton to be Rhode Island’s U.S. Attorney in 1994. He was elected State Attorney General in 1998, a position in which he served from 1999-2003. On November 7, 2006, Rhode Islanders elected Whitehouse to the Senate, where he is a member of the Special Committee on Aging, the Budget Committee, the Environment and Public Works (EPW) Committee, the Judiciary Committee, and the Select Committee on Intelligence. He chairs the Judiciary Subcommittee on Administrative Oversight and the Courts and the EPW Subcommittee on Oversight.

Senator Whitehouse is a HIMSS 2008 Advocacy Award recipient. He lives in Newport with his wife, Sandra, a marine biologist and environmental advocate, and their two children.

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Charlie Baker, former President & CEO, Harvard Pilgrim Health Care

Charlie Baker has spent his career bringing success and strong management to both the private and public sectors in Massachusetts. Raised in Needham, Massachusetts as the oldest of three sons, Charlie graduated from Needham High School in 1975 as an All-League basketball player. He attended Harvard College, lettering in varsity basketball and graduating with a degree in English in 1979. Over the following five years, Charlie worked as Media Relations Director for the New England Council, and then as Corporate Communications Director for the Massachusetts High Technology Council. He decided to return to school in 1984 and earned an MBA from Kellogg Graduate School of Management at Northwestern University in 1986.

In 1988, Baker helped start the Pioneer Institute for Public Policy Research, an independent, nonpartisan state think tank. Baker left Pioneer in January, 1991 to join the newly elected Weld/Cellucci Administration as Undersecretary for Health in the Executive Office of Health and Human Services. As Undersecretary, Charlie played pivotal roles in Medicaid reform, facility consolidation, and the expansion of a number of key public health programs. He became Secretary of Health and Human Services in the fall of 1992, and led the Administration’s efforts to enact welfare reform.

Baker became Secretary of Administration and Finance in the fall of 1994, and served in that position until September of 1998. He re-structured and simplified the state’s purchasing system, led a major effort to improve the state’s capacity to collect third party revenue, and oversaw the largest effort ever to modernize the state’s code of regulation. He received the Distinguished Service Award from the National Governor’s Association in 1998.

Baker became CEO of Harvard Vanguard Medical Associates (HVMA) in the fall of 1998, and was soon recruited by Harvard Vanguard’s parent – Harvard Pilgrim Health Care – to serve as its CEO in May, 1999. Baker led a major turnaround at HPHC, which included a \$220 million year-to-year improvement in financial performance from 1999 to 2000, and the amicable separation of HPHC and HVMA. Under Baker’s tenure, HPHC went on to become the highest ranked health plan in the country for member satisfaction and clinical effectiveness for five years running, and was named a Boston Business Journal “Best Places To Work” for seven straight years.

Over the years, Baker and his wife, Lauren, have been heavily involved in numerous civic and charitable endeavors. Charlie served for 3 years as a member of the Board of Selectmen in Swampscott, and served on the town’s School Building Committee. Lauren was the registrar for Swampscott soccer for ten years, is active with the Red Cross, and serves as the Chair of the Board of Marian Court College. Charlie and his wife live in Swampscott, and have three children – Charlie, AJ, and Caroline.

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Lynn Nicholas, President & CEO, Massachusetts Hospital Association

Lynn Nicholas, FACHE joined the Massachusetts Hospital Association as President and CEO in August 2007 bringing more than 30 years of hospital and association experience, from New Jersey to Louisiana to Washington, D.C. As MHA's CEO, Lynn is responsible for leading advocacy, education and other services for MHA's 90 hospital- and-health-system members.

Before her appointment to MHA, Ms. Nicholas led the American Diabetes Association, the leading non-profit health organization dedicated to curing and treating diabetes. At the ADA she oversaw all functions of an organization with more than \$200 million in annual revenues and 900 paid staff throughout the U.S. Previously, Lynn served as President and CEO of the 150-plus member Louisiana Hospital Association, following a stint as Executive Vice President and COO of the New Jersey Hospital Association. This built on nearly 20 years working in a large teaching community hospital in New Jersey.

With her experience and vision, collaborative nature, and understanding of hospitals from the inside out, Lynn provides leadership on policy, strategy and advocacy, and is recognized as an articulate spokesperson on behalf of hospitals and their mission to care for patients and the communities they serve. Named by Women's Business Boston as one of "Five Women to Watch" in 2008, Lynn serves on the Massachusetts Attorney General's Task Force on Community Benefits, the Governor's Special Commission on Healthcare Payment Reform and numerous other Boards, Advisory Committees and philanthropic leadership committees.

Ms. Nicholas earned a master's degree in management, with a concentration in health care administration, from Central Michigan University in 1983. A native of Tennessee, she holds a B.S. in medical technology from Tennessee Wesleyan College. Board certified in healthcare management by the American College of Healthcare Executives ("ACHE"); Lynn was named Young Healthcare Executive of the year in New Jersey where she later served as Regent and subsequently was elected to a three year term as Governor on ACHE's national board. In Massachusetts she recently received an *ACHE Recognition Award*.

Lynn resides in Lexington, Massachusetts with her husband Nick.

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Daniel Roble, Partner Health Care Group, Ropes & Gray

Dan is a partner in the Health Care Group of Ropes & Gray in Boston. Dan has practiced in all areas of health care law and has represented the full spectrum of providers and payors.

Dan has assisted several clients with respect to Pay-for-Performance and Reward Sharing programs, having helped create several such programs, including The Leapfrog Group Hospital Rewards Program. He has been redefining the relationships between academic medical centers, their affiliated hospitals and other provider organizations and their faculty practice plans, creating innovative relationships based on quality initiatives among hospitals, physician groups and managed care organizations, assisting health systems with governance reconfiguration, dealing with the fiscal distress of various health care organizations, creating alternative funding sources for lines of businesses of health care organizations, and creating joint ventures among a variety of health care organizations.

Dan also advises on the roles and responsibilities of Boards of Trustees of health care providers, and, as a result of a client's situation, has written extensive guidelines dealing with Board conflicts of interest. He has written an article and has lectured frequently on this topic. Dan has also written and lectured on the role of Boards with respect to quality and safety.

Dan has been very active with respect to federal and state health care reform initiatives. He served on a special committee for Massachusetts Governor Michael Dukakis' universal health care initiative; served on Massachusetts Governor Paul Cellucci's task force on health care reform; and provided legal advice on the recent Universal Healthcare Bill in Massachusetts. He also has served as a trustee and counsel to The Jackson Hole Group, the Foundation for Accountability and The Leapfrog Group. He also served on the special task force which created Prometheus.

Dan was admitted to the Massachusetts Bar in 1975. He is a member of Group Health Association of America and American Health Lawyers Association. Dan has received honors as *The Best Lawyers in America* (1993-2010), *Massachusetts Super Lawyers* (2007-2009), *Chambers USA: America's Leading Lawyers for Business* (2004-2007, 2009) and *Lawdragon 3000: Leading Lawyers in America* (2006). He received his J.D., University of Virginia School of Law (1975), M.S. (Economics), University of Cambridge (1972) and B.A., Yale University (1968).

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Robert Downs, Vice President, Universal American

Robert K. Downs is Vice President/General Manager for Universal American, Maine. He was also Director of Operations at Harvard Pilgrim Health Care in Portland, Maine. His career also included Vice President of Managed Care Maine General Medical Center in Waterville, Maine.

Mr. Downs was appointed by the Governor of Maine as a member on the Advisory Council on Health System Development

He was the Mayor, Town of Pittsfield Maine, 1989-1994. Robert is a Graduate of Northeastern University School of Nursing and Physicians assistant Program. He holds a Master of Science Boston University Community Health.

He is the father of two sons.



Ned Helms, Director of the New Hampshire Institute for Health Policy and Practice

Ned Helms, MA, currently serves as Director of the New Hampshire Institute for Health Policy and Practice, a position he has held since 2001 when he became its founding director. Mr. Helms provides leadership for the Institute by overseeing the continued growth and direction of the Institute, investigating and pursuing the development of research and demonstration projects, and facilitating collaborative linkages with health and health policy organizations throughout New Hampshire and New England. As a part of his role at the Institute he also serves as the staff and project director of the Citizens Health Initiative, a position he has held since The Initiative began in September of 2005.

Mr. Helms has over 30 years of experience in New Hampshire health policy and politics. His experience spans the health policy field and includes, serving as: a Legislative and Administrative Assistant for Health Policy within the U. S. Senate, Commissioner of the Department of Health and Human Services for New Hampshire, founder and President of a health policy consulting firm (Helms and Company), and Chief Administrative Officer of Blue Cross/Blue Shield of New Hampshire.

Mr. Helms serves on the Boards of Goodwill of Northern New England, The National School Leaders Network, and The Spaulding Youth Center. He is a member of the Executive Committee of the College of Health and Human Services.

He has a Master of Arts in American Government from the University of New Hampshire.

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Craig Jones, MD, Director, Vermont Blueprint for Health

Craig A. Jones is the Director of the Vermont Blueprint for Health, a program established by the State of Vermont, under the leadership of its Governor, Legislature and the bi-partisan Health Care Reform Commission. The Blueprint is intended to guide a comprehensive and statewide process of transformation designed to reduce the health and economic impact of the most common chronic conditions and focus on their prevention.

Prior to this he was an Assistant Professor in the Department of Pediatrics at the Keck School of Medicine at the University of Southern California, and Director of the Division of Allergy/Immunology and Director of the Allergy/Immunology Residency Training Program in the Department of Pediatrics at the Los Angeles County + University of Southern California (LAC+USC) Medical Center. He was Director, in charge of the design, implementation, and management, of the Breathmobile Program, a program where mobile clinics deliver ongoing care to inner city children in at their schools and at County clinics. The Breathmobile Program is a collaborative effort of the Southern California Chapter of the Asthma and Allergy Foundation of America (AAFA) and the Los Angeles County Department of Health Services (LAC DHS). This program has evolved from community outreach to a more fully integrated Pediatric Asthma Disease Management for the LAC DHS, and has spread to several other communities across the country.

He has published papers and abstracts on allergy and immunology in *Pediatric Research, Pediatrics, J Pediatrics, Pediatrics in Review, Journal of Clinical Immunology, Journal of Allergy and Clinical Immunology, Annals of Allergy, Asthma and Immunology, CHEST, and Disease Management*. Dr. Jones was an Executive Committee and Board Member for Southern California AAFA, as well the chapter President. He is a past president of the Los Angeles Society of Allergy Asthma & Immunology, and a past President and a member of the Board of Directors for the California Society of Allergy Asthma & Immunology. He served as Co-chair of the Department of Health Services (Los Angeles County) Disease Management Committee in Pediatric Asthma.

Dr. Jones received his undergraduate degree at the University of California at San Diego and his MD at the University of Texas Health Science Center in San Antonio, Texas. He completed his internship and residency in pediatrics at LAC/USC Medical Center, where he also completed his fellowship in allergy and clinical immunology.

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Jim Leonard, (Acting) Director, Office of the State Coordinator for Health Information Technology - Maine

Jim Leonard is Director of Maine’s Office of the State Coordinator for Health Information Technology. He has significant experience in state government in healthcare quality and public health. He has served on executive committees of the National Diabetes Council and National Association of Chronic Disease Directors. He has been a core member of the team that developed Maine’s Aligning Forces for Quality program and a founding member of Quality Counts. In addition to his ten years of public service, Jim practiced psychotherapy in private practice and in a community mental health center for twenty-six years.



Scott MacLean, CPHIMS, FHIMSS, National HIMSS Board of Directors Elect & CIO, Newton-Wellesley Hospital / Partners Healthcare

Scott MacLean is Chief Information Officer at Newton-Wellesley Hospital and a Corporate Director at Partners HealthCare in Newton, Massachusetts. Mr. MacLean oversees all information systems and telecommunications for Newton-Wellesley and its affiliates. Current initiatives include meaningful use compliance and a new revenue cycle system.

Mr. MacLean has been with Partners for 12 years and was Director of Clinical Systems at Dana-Farber Cancer Institute, where he was responsible for systems related to patient safety such as physician order entry, electronic medical record, medication administration record and bar coding. He was Corporate Manager of the Oncology Service Line Information Technology program, an initiative to improve patient safety and cancer outcomes through the use of computer systems.

Before joining Partners, Mr. MacLean was Campus Director for InterVarsity Christian Fellowship at Columbia University in New York City. He taught leadership development, spiritual formation and relationship management. Mr. MacLean is a graduate of the General Electric Technical Sales Program and was a Systems Engineer for CIMTEC, a programmable logic control integration company in Charlotte, North Carolina.

Mr. MacLean is a Certified Professional in Health Information Management Systems (CPHIMS). He is a Past President of the New England Chapter of the Healthcare Information Management and Systems Society (HIMSS) and is a Fellow of HIMSS. He was recently elected to the HIMSS Board. He is a Fellow of the Advisory Board Company. Mr. MacLean earned a Bachelor of Science in Electrical Engineering from Clemson University in 1986 and a MBA in Healthcare Management from Boston University in 1998. He lives in Winchester, Massachusetts with his wife, two daughters and son.

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Paul Oates, Enterprise Architecture at Cigna

Paul is currently a Senior Enterprise Architect for CIGNA Healthcare, focusing in the areas of Clinical Systems, Master Data Management, ICD10, HIPAA 5010 and eHealth. Prior to CIGNA, Paul has had several different roles at CIGNA, UnitedHealthcare and other payers in both line and staff IT roles, including Medical Management, Informatics, Claims and Provider disciplines.

Paul has also held roles in Hospital and Provider IT organizations, including leadership of the Hospital IT department at Middlesex Hospital, Middletown CT which was one of the early but successful implementers of a community health information network, linking the hospital and over 100 physician practices for clinical results reporting

Paul is active in the Health Information Management and Systems Society, having been part of efforts in the Payer Roundtable, the Payor Symposium, and the Annual Conference Education Committee. Currently, he is a member of the PHR committee. He was a participant in the Healthcare Information Technology Standards Panel Admin and Finance Domain Technical Committee and has had several other industry engagements in Board and Incorporator roles in Local RHIOs. As a healthcare IT professional who has worked on “both sides of the fence”, his interest area continues to be in bridging gaps between payor and provider stakeholders to improve electronic health record technology use and adoption.

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Steve O'Neill, CIO, Hartford Hospital

Mr. O'Neill has over thirty-five years experience in health care information systems consulting and management. His experience includes all segments of the health care industry: academic and community hospitals, providers, insurers and government. He has implemented systems for virtually every clinical, financial and administrative function in health care, including the implementation of web-enabled applications, member indexes and clinical data repositories.

His experience includes strategic and tactical planning, as well as evaluating, selecting and implementing information systems in over one hundred and fifty hospitals and other health care enterprises. He is experienced in process improvement, in evaluating systems and contract performance, and in change management. He has worked extensively in new business development, data center development, and multi-hospital and multi-entity business systems integration.

In addition to his consulting experience, Mr. O'Neill has been a CIO in four hospitals: St. Clares Health Services, East Orange General and the Medical Center at Princeton in New Jersey. He is currently the VP of Information Services at Hartford Hospital in Connecticut.

Jim Purcell, CEO of Blue Cross and Blue Shield of Rhode Island



On January 1, 2005, Mr. Purcell became the fifth President of Blue Cross & Blue Shield of Rhode Island (BCBSRI). He joined the company as Chief Operating Officer in May 2000, and became Acting President and CEO in May 2004.

Mr. Purcell was formerly a founding Partner and Managing Partner of the Providence law firm of Partridge Snow & Hahn, LLP. He currently serves on the Boards of Directors of the Rhode Island Quality Institute, Greater Providence Chamber of Commerce, the national Blue Cross and Blue Shield Association, and Crossroads Rhode Island. He is also a member of the Board of Trustees of the Rhode Island Public Expenditure Council, the Greater Providence YMCA, the Advisory Council of the Roger Williams University Law School, and the Brown University Civic Leadership Council.

Mr. Purcell was chosen as the recipient of the *Providence Business News* 2005 Business Excellence Award for Individual Leadership. He received his undergraduate degree from Cornell University in 1967, and his law degree, magna cum laude, from Boston University School of Law in 1974. He served in the U.S. Army as an infantry airborne officer and as a Pathfinder Team Leader with the 101st Airborne Division in Vietnam from 1969 to 1970.

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The Honorable Elizabeth Roberts, Lt. Governor of Rhode Island

Lt. Gov. Elizabeth H. Roberts was inaugurated as the 68th lieutenant governor of the State of Rhode Island and Providence Plantations on January 2nd, 2007, making history as the first female elected to the position.

Prior to taking office, Roberts served in the Rhode Island State Senate from 1997 to 2007, distinguishing herself as one of Rhode Island’s most respected advocates for quality, affordable health care for every family and building a statewide reputation for being a tireless leader on health and medical issues.

As lieutenant governor, Roberts serves as chair of the Long Term Care Coordinating Council, the Small Business Advocacy Council, and the Emergency Management Advisory Council. In her work on the Long Term Care Coordinating Council, Roberts is pushing to expand community-based care for seniors and people with disabilities.

Lt. Gov. Roberts is committed to ensuring that all Rhode Islanders have access to high quality, affordable health care. Last year she led the fight that was successful in saving the Office of the Health Insurance Commissioner, which had been eliminated in the proposed House Budget, and introduced legislation that passed into law making discounted, extended health benefits accessible to out-of-work Rhode Islanders. This year, Lt. Gov. Roberts re-launched the Rhode Island Oral Health Commission, the state’s primary coalition for improving access to oral health in Rhode Island. She continues to focus on planning for implementation of federal health reform to ensure high quality health care for all Rhode Islanders.

Roberts graduated from Brown University in 1978 and earned an MBA in health care management from Boston University. Before serving in the Senate, Roberts worked as a business strategy consultant, policy analyst, and health care manager. She is married to Thomas Roberts and they have two daughters, Kathleen and Nora. The Roberts have been residents of Cranston’s Edgewood section for more than 20 years.

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David Smith, Healthcare Reform Policy Analyst, MA Hospital Assoc.

David Smith is the Senior Director of Health Data Analysis & Research at the Massachusetts Hospital Association (MHA). He is responsible for analytical, technical, and research support for MHA’s public policy advocacy regarding health care performance measurement, clinical and health data, health economics, and health information technology. In this capacity, he is also a member of the board of directors and officer of the Massachusetts Health Quality Partners and the Massachusetts Health Data Consortium. Prior to joining MHA, he served as the director of financial policy development at the Michigan Hospital Association and as a planning analyst at the American Hospital Association. He also served as a commissioned officer in the U.S. Navy Medical Service Corps at the National Naval Medical Center where he managed laboratory and ambulatory care services. Mr. Smith received a bachelor’s degree from Assumption College and a master’s degree in health services administration from the University of Michigan. He has published papers on multi-hospital system development, strategic management, hospital-based long-term care, and hospital performance reporting..

Douglas Thompson, Vice President, Finance, Network Health

Doug Thompson oversees financial and accounting functions, leads budget development and oversight, and ensures compliance with state and federal regulatory agencies’ financial requirements. Prior to his role as interim vice president of finance, Doug served as chief financial officer for the Commonwealth of Massachusetts’ Office of Medicaid; founder and managing director of Public and Private Solutions Group, LLC; and director of government business for Lexington, Mass.-based deNovis Inc. Doug also was a consultant at Public Consulting Group, and served as a health care policy analyst for the White House’s Office of Policy Development and Council of Economic Advisors

Doug earned a Master in Public Policy from the John F. Kennedy School of Government at Harvard University and a Bachelor of Arts in Philosophical and Sociological Thought in Medicine from Boston University.

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The Honorable Daniel K. Webster, MA State Representative

Representative Daniel Webster (R-Pembroke) was raised and educated in Hanson, MA. He graduated from Whitman-Hanson Regional High School in 1983. Representative Webster attended Colby College in Waterville, ME where he majored in Political Science. He received a B.A. from Colby in 1987. After graduation, Representative Webster entered the Management Training Program at Rockland Trust Company and eventually became a Commercial Loan Officer. He worked as a Commercial Banker until April of 1995. Representative Webster joined the Hanson Finance Committee in 1987 and served as Chairman in 1990. Representative Webster began attending Suffolk University Law School in 1990. He received his J. D. in 1994. He joined the law firm of Webster and Webster in 1995; focusing his practice in Commercial Law. Representative Webster is currently a partner in the Law Firm of Webster & Webster. His practice has expanded to include various types of civil and criminal litigation. Although he is primarily a trial attorney, his practice does include real estate and corporate matters.

Representative Webster was elected to the Hanson Board of Selectmen in 1997. He was elected Chairman in 1999 and served in that capacity until December of 2002. Representative Webster was also appointed to the Board of Trustees at Massasoit Community College by former Governor Paul Cellucci. He has also been a longtime member of the Plymouth County Republican Club and the Hanson Republican Town Committee. Additionally, he has also been a member of the Massachusetts Bar Association, the Plymouth County Bar Association, the Plymouth District Bar, the Hanson Lions Club, and the South Shore Chamber of Commerce.

Representative Webster was initially elected to the Massachusetts House of Representatives in 2002 where he now represents the 6th Plymouth District which is comprised of Precincts 2, 3, 4 & 5 in the Town of Duxbury, precinct 2 in the Town of Halifax, the Town of Hanson, and the Town of Pembroke. In November of 2008 he was elected to his fourth term. Representative Webster serves on the Joint Committee on Ways and Means, the Joint Committee on Financial Services where he is the ranking Republican member, the Joint Committee on the Judiciary, the House Committee on Rules, and the Joint Committee on Housing where he is also the ranking Republican Member. In 2003, Representative Webster was appointed by former Speaker Finneran to the Special Committee on Court House Reform.

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**Warren Wollschlager, Chief, Office of Research and Development,
Connecticut Department of Public Health**

As Chief of the Office of Research and Development in the Connecticut Department of Public Health (DPH), Warren Wollschlager is the architect of Connecticut’s internationally recognized stem cell research grants-in-aid program. Mr. Wollschlager manages the Connecticut Stem Cell Research Advisory and Peer Review Committees, and in May 2007 he was named the founding Chair of the **Interstate Alliance on Stem Cell Research**. He also manages agency initiatives involving umbilical cord blood banking, tissue biobanking, and genomics. He chaired the Connecticut Umbilical Cord Blood Banking and Biobanking Feasibility Committees, and serves as Vice Chair of the Connecticut External Advisory Panel on Genomics.

In October 2009, he was designated as the Acting Government Health Information Technology Coordinator for the State of Connecticut. He manages the Connecticut Health Information Technology and Exchange Advisory Committee and is the Project Manager for the State Health Information Exchange Cooperative Agreement with the Office of the National Coordinator.

Prior to being named Chief of Research and Development, Mr. Wollschlager served for six years as Chief of Staff of DPH, overseeing an agency with 800 employees and a budget of \$160 million. He previously served as Chief of the Bureau of Regulatory Services, responsible for the licensure and regulation of all health care and environmental practitioners and providers in Connecticut.

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