

July 21, 2020

To whom it may concern,

It is with great pleasure that I recommend Ms. Tammy C. Thomas to the Doctor of Public (DrPH) Health program at your respected institution. As the former Assistant Commissioner, I have directly managed and supervised Ms. Thomas through her work as the *Director of Strategic Payer Initiatives* within the Bureau of Equitable Health Systems, formerly known as the Bureau of Primary Care Access and Planning, at the New York City Department of Health and Mental Hygiene.

The Bureau is dedicated to improving access to culturally appropriate healthcare and aims to create and implement policy, planning, program, and research interventions that maximize health insurance coverage opportunities. An essential part of this work is directed by Ms. Thomas with the implementation of strategic efforts to promote health insurance coverage of key benefit items across both public and private payers. The objective is to incentivize optimal patient and provider behavior and to improve overall population health. Several aspects of her work specifically address this objective as well as other agency goals and priorities.

For instance, Tammy has worked collaboratively with internal and external stakeholders regarding health insurance programs and policies concerning chronic disease prevention and management. She has successfully led strategic policy development for several city-wide initiatives to increase insurance coverage of key benefits, services, medications, and treatments. The strategic payer initiatives team is fully engaged with all payers to work towards benefit alignment, highlight inconsistencies of coverage, and to improve awareness and health outcomes. She and her team has successfully built a partnership among the top 6 payers in the NYC health insurance market with an overall reach of over 81% of insured lives.

Tammy is sincerely committed to expand on the experiences and opportunities presented to her while working in the public health sector. She has increased her understanding of insurance design, gaps in policy and delivery, including federal/state oversight, operational structures, contracts, payment and product design. She has also expanded her expertise regarding public health insurance programs, managed care, value-based payment and other emerging and innovative reimbursement models particularly related to chronic disease prevention and treatment. Likewise, she has grown in her experience managing multi-faceted projects, engaging internal/external partners, creating, and executing work plans and working within tight timelines. She has displayed superior project management skills and is highly organized, determined and detail-oriented individual.

Ms. Thomas is both scholarly and culturally entrenched, ambitious, creative, and dedicated. Her compassionate and respectful character will certainly make her a valuable member of any team and organization. These are strong attributes to enable her inquisitive and academic pursuit of a terminal degree in the public health field. I encourage you to look favorably upon her application as I believe she will be a committed student and competent professional. I recommend her unreservedly and am happy to expand upon my endorsement of her.

Sincerely,



Dr. Mina Chang

Vice President of Quality and Training