

**Ellen Ward**

Ellen Ward is a manager in the Blue Cross Value Partnerships division, which collaborates with practitioners, physician organizations and acute-care hospitals across the state to improve healthcare for Michigan residents. She has worked extensively with hospitals, physicians, provider associations and other stakeholders to design, develop and manage incentive programs for Blue Cross's network of participating providers, including a \$200 million Hospital Pay-for-Performance program.

Ms. Ward has experience working with both hospitals and physician organizations to build the infrastructure needed for successful population-based care, which includes partnering with the Michigan Health Information Network Shared Services to promote and facilitate data sharing across providers and improve patient outcomes.

Ms. Ward received her Master's degree in Health Services Administration from the University of Michigan.