

## Marilyn Bartlett, CPA, CMA, CFM, CGMA

### *National Academy of State Health Policy*



Marilyn Bartlett is Senior Policy Fellow for the National Academy of State Health Policy (NASHP), working with the Coverage, Cost and Value team. She developed the NASHP Hospital Cost Tool, utilizing data from Medicare Cost Reports to analyze hospital operating performance in support of policy efforts and transparency into hospital financial performance. Marilyn was recognized by Fortune Magazine in 2019 as #13 of the Top 50 leaders in the world for her work disrupting health care delivery and payment systems.

Marilyn took the helm of the State of Montana Employee Group Benefit Plan in late 2014, moving the Plan from projected reserves of negative \$9 million to positive \$112 million in less than 3 years, a \$121 million gain. State employees have not had a premium increase since then, and over \$50 million was provided back to the State of Montana, from excess reserves. She upended the status quo by implementing reference-based contracting with all Montana hospitals, enhancing primary care through on-site health centers, moving to a mid-sized PBM for transparent, pass-through pharmacy benefits, improving data access and analytics and implementing efficient cloud based systems for Plan administration.

Marilyn previously held roles in the private sector, including financial management positions in public accounting, gold mining, and utility companies. She then narrowed her focus to the health care benefits and financial sector, serving as Controller for Blue Cross and Blue Shield of Montana and CFO for a regional Third-Party Administrator. She received a bachelor's degree in education from the University of Nevada and went on to earn CPA, CMA, CGMA, and CFM designations.

Marilyn continues to work with states, employer health care purchasing forums, and self-funded employer health plans to move successful health care cost strategies forward. She has been honored with AICPA Outstanding CPA in Government Award, Health Value Award, Alliance Health Transformation Award, Indiana Forum Healthcare Innovation Award, University of Montana Community Service Award, and inducted into the Montana State University Business Hall of Fame.