

TARA MONTGOMERY

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summary

Tara is a trusted change leadership advisor and strategist who strives to connect the dots between healthy people and healthy democracies, bringing consumer and citizen perspectives to conversations about culture change and helping institutions to improve their public engagement strategies. She led Health Impact at the influential US nonprofit publishing and advocacy organization Consumer Reports and helped launch the *Choosing Wisely* consumer health communications campaign (with the American Board of Internal Medicine Foundation) before founding Civic Health Partners, an independent consulting practice, in 2017. Tara now works with purpose-driven leaders to reflect on the intersection of empathy and evidence, coaching them through the development of ethical strategies to build public trust.

Tara is an Adjunct Lecturer in public health communication at Tufts University and a regular speaker at international forums on health, technology, and communication. Her work on trust and transparency has appeared in *JAMA*, *BMJ Opinion*, and the *AMA Journal of Ethics*. She recently completed an MS in the human dimensions of change at HEC Paris in partnership with the University of Oxford. Her research explores the role of trust in leadership during COVID-19. She is a public member of the Board of Directors of the American Board of Medical Specialties and serves on the Ethics and Professionalism Committee.

expertise

Values-driven leadership

- Public accountability & professionalism
- Corporate social responsibility strategy
- Board governance
- Ethics policy development
- Privacy and data ethics
- Coaching for (re)building trust
- Strategic planning facilitation

Ethical communication

- Campaign research and development
- Brand evaluation and message testing
- Patient and public engagement
- Public interest advocacy
- Public communication
- Policy communication
- Partnerships and coalition building

experience

Founder & Principal

Civic Health Partners

April 2017—current

Brooklyn, New York

- Collaborating with institutional leaders to reflect on culture and values and discover trustworthy communications strategies and policy initiatives to catalyze change.
- Advising tech company innovators, health care industry executives, media leaders, and medical professionals on strategy, including recent winners of the Health Data Liberator Award, Fast Company's Most Innovative Company, Fast Company's Most Creative People.
- Serving as an advisor and board member for various nonprofit public health organizations.

Senior Director, Health Impact

Consumer Reports

Feb 2014 – Mar 2017

Yonkers, New York

Strategic planning & leadership

- Worked with executive team and Board members to shape an ambitious 5-year strategic plan for the world's largest nonprofit, nonpartisan consumer advocacy organization to create a fairer, safer, and healthier world by partnering with consumers to shape the marketplace, influence businesses, and guide legislation and regulation.

- Developed a focused health impact strategy and business plan to drive reforms to achieve a safer, more affordable system for consumers by increasing marketplace transparency, privacy, sustainability, safety, affordability, value, and choice.
- Engaged and collaborated with cutting-edge strategy and innovation firms to explore trends in technology and society to inform data-driven concepts and business experiments in support of strategic goals.
- Led a cross-functional team to align goals across policy (federal, state, and marketplace advocacy), content (research, journalism, and education), and engagement (mobilizing partners, decision-makers/influencers, consumers).
- Directed team of 18 staff implementing health impact strategy, including content development, product development, outreach, and evaluation.

Partnerships & external relations

- Managed relationships with major donors and funders, including Robert Wood Johnson Foundation, Peterson Foundation, and Gordon and Betty Moore Foundation.
- Championed organizational presence at thought-leadership forums including Aspen Ideas Festival, SXSW (South By Southwest), and TEDMed and collaborated with programming team to produce expert panels and executive speaking opportunities.
- Managed CEO-level relationships with leaders of institutions such as the National Academy of Medicine, National Business Group of Health, Centers for Disease Control and Prevention (CDC), other government agencies, and industry associations.
- Represented Consumer Reports as speaker and participant at national health industry meetings, advisory panels, and events, speaking alongside CEOs, academic experts, and government leaders.

Issues & impact

- Coordinated team working on multi-year public communication and advocacy campaign to address the global antibiotic resistance crisis—in partnership with national medical societies, CDC, and the White House—resulting in national journalism awards for coverage of the issue in CR magazine.
- Oversaw the CR Health Ratings Center, a research and data analysis team that has been recognized for influencing high-level healthcare decision-makers (e.g. hospital and pharmaceutical executives) through public reporting of data on hospital safety, drug costs, and value of health services.

**Director, Health Partnerships
Consumer Reports**

Aug 2011 - Jan 2014
Yonkers, New York

Organization development

- Established a new department to work on amplifying the organization's reach and impact in the health marketplace and explore new partnerships, new audiences, and new business models.
- Procured significant grant funding to support the department's work.
- Negotiated contracts and licensing agreements with data partners (e.g. British Medical Journal, National Committee on Quality Assurance) for the co-development of Ratings of health services.

Business development

- Built and maintained a network of 60 partners (including Fortune 200 companies, labor unions, health plans and providers, large nonprofits, media organizations, Latino media, national and regional business coalitions) who are committed to innovative approaches to achieving shared outreach and impact goals.
- Developed organizational relationships with IBM and IBM Watson for pilot programs to improve employee health and improve value of healthcare spending.

Campaign leadership

- Launched Choosing Wisely, a partnership with ABIM Foundation and leading medical specialty societies, to reduce waste and overuse of resources by encouraging conversations between patients and providers about the appropriate use of health services.
- Accepted a "Health Policy Hero Award" for the breakthrough contribution of the Choosing Wisely initiative to changing the culture of health and its ideas have since been implemented across the US and internationally--generating interest from OECD around measuring the significance of its global impact.
- Reached 100 million consumers each year with unbiased information to improve their health decision-making, through channels ranging from Univision to Wikipedia.

Publishing Director

Mar 2003 - Jul 2011

Consumer Reports

Yonkers, New York

- Managed health information products with a focus on business planning and new product development.
- Oversaw the growth of Consumer Reports on Health into the country's top-circulation health newsletter.
- Led end-to-end development and launch of a new Consumer Reports website to educate consumers about evidence-based health decisions.

Editorial Director, Fathom Knowledge Network

Jan 2000 - Mar 2003

Columbia University

New York, NY

- Played a key role in the start-up of a pioneering for-profit online-learning consortium spearheaded by Columbia University in partnership with the New York Public Library, RAND, Woods Hole Oceanographic Institution, American Film Institute, University of Chicago, University of Michigan, London School of Economics, Natural History Museum, Science Museum, Victoria & Albert Museum, British Museum, and Cambridge University Press.
- Oversaw website team that collaborated with partners to develop and publish free and paid content for a public audience on topics ranging from biodiversity to terrorism, including interactive courses, interviews with leading experts, video lectures, online exhibitions, and web community, and maintained content distribution partnerships with the BBC and AOL.

Managing Editor

Jun 1998 - Jan 2000

Routledge Publishers

New York, NY

- Developed and implemented a strategy to expand the company's global library and reference publishing business in areas ranging from history to social sciences.
- Oversaw complex projects including the Routledge International Encyclopedia of Women, a landmark publication involving a team of 500 influential women contributors from 60 countries.

Reference Publishing Development Manager

Mar 1992 - May 1998

Routledge Publishers

London, UK

- Edited and published a range of profitable, award-winning reference works, including the UNESCO History of Humanity, International Encyclopedia of Business & Management, and Routledge Encyclopedia of Philosophy.
- Managed a large network of editorial advisory board members and authors based at the world's leading universities and business schools.

education

B.A. (Hons): French with Management Studies Kings College London	1991 London, UK
Special Subject (towards B.A.): European Government London School of Economics	1991 London, UK
One year of "License" curriculum (towards B.A.): French/English Translation Université de Nice--Sophia Antipolis	1990 Nice, France
Graduate Certificate (coursework only): Media Management The New School	2005 New York, New York
Research Ethics (part of the MSc. in Epidemiology) Utrecht University	2019 Utrecht, Netherlands
Mastère Spécialisé® in Consulting and Coaching for Change HEC Paris in partnership with Saïd Business School, University of Oxford	2021 Paris, France/Oxford, UK

My professional thesis research explores how successes/failures around trust relate to successes/failures of leadership through the COVID-19 pandemic--and attempts to identify what leaders can do to regain trust in institutions and support our recovery. It identifies seven opportunities to improve leadership preparedness for future public health crises and the complex systemic challenges they bring.

writing

- Nundy S, Montgomery T, Wachter RM. *Promoting Trust Between Patients and Physicians in the Era of Artificial Intelligence*. JAMA. 2019;322(6):497–498.
- *Claiming our power as health citizens in an age of overdiagnosis*, BMJ Opinion, December 2019
- *Ethics Talk: How to Change Organizational Culture*, AMA Journal of Ethics podcast, March 2020
- Montgomery T, Berns JS, Braddock CH. *Transparency as a Trust-Building Practice in Physician Relationships With Patients*. JAMA. 2020;324(23):2365–2366. doi:10.1001/jama.2020.18368

speaking

- ABMS Annual Meeting
- ABMS Symposium on Improving Health
- Academy Health/ABIM Foundation
- AHRQ/PCORI Joint Session (Plenary)
- Aspen Ideas Festival
- Aspen Spotlight Health
- Booz Allen Care Transformation
- Castlight Enterprise Healthcare Summit
- CDC Health Policy Conference (Plenary)
- CDC Speaker Series: Communicating Data
- Choosing Wisely International Roundtable
- Connected Health Symposium
- Conversations on Healthcare
- Council of Medical Specialty Societies
- Health 2.0/Health 2.0 WinterTech
- Health & Benefits Leadership Conference
- Insights Association: NEXT Conference
- New York Academy of Sciences
- NPS MedicineWise Australia (Keynote)
- One Brave Idea (Town Hall Moderator)
- PatientsLikeMe/ArcFusion Dinner
- Preventing Overdiagnosis (Plenary)
- Smarter Medicine Switzerland
- Summit on Fighting C.diff Infection
- SXSW (South by Southwest)
- TEDMed Great Challenges
- Vanderbilt Health Conference
- Vision for the Future Initiative
- World Congress on Health Care
- WPP Stream Health

grants

Managed senior-level relationships with major foundations and funders on behalf of the nonprofit Consumer Reports. Championed numerous successful grant and sub-grant applications totaling approximately \$20 million over 10 years. Oversaw principal investigators and grant-funded staff for projects on consumer health and patient safety. Grants awarded include:

- Attorney General Consumer and Prescriber Education Grant Program
- California Health Care Foundation
- Cy Pres award for Airborne settlement
- Engelberg Foundation
- Gordon & Betty Moore Foundation
- National Library of Medicine
- New York State Health Foundation
- Patient-Centered Outcomes Research Institute
- Robert Wood Johnson Foundation (4 grants)

service

Providing expertise and guidance to national convenings and policy committees:

- ABIM Foundation: *Building Trust Initiative: Patient & Public Engagement Advisor Board Member* (2021)
- AMA: *Equity policy during COVID-19: Expert advisor* (2020)
- Milken Institute: *Faster Cures: Expert interview* (2020)
- American Board of Medical Specialties: *Ethics and Professionalism Committee Member* (2020-current)
- American Board of Medical Specialties (ABMS): *Public Member, Board of Directors* (2019-current)
- American Board of Internal Medicine (ABIM) Foundation Forum: *Invited participant* (2014-current)
- Tufts University Medical School: *Adjunct Lecturer, Public Health & Community Medicine* (2009-current)
- Preventing Overdiagnosis: *Scientific Committee member* (2017-current)
- Academy Health/ABIM Foundation: *Low Value Care Learning Network contributor* (2019-current)
- PatientsLikeMe: *Ethics and Compliance Advisory Board: Co-Chair* (2018-2020)
- AAMC: *Symposium on Harmonizing Financial Disclosures: Invited participant* (2019)
- ABIM Foundation: *Exploring Initiatives to Address Misinformation in Health: Invited participant* (2019)
- AMA: *Joy in Medicine initiative to address burnout and the role of EHRs* (2017)
- ABMS: *Continuing Board Certification: Vision for the Future Commission* (public interest testimony) (2018)
- National Academy of Medicine: *Leadership Consortium on Care Culture & Decision-Making* (2015-18)
- National Academy of Medicine: *Roundtable on Value & Science-Driven Healthcare* (2015-17)
- National Business Group on Health: *National Committee on Evidence-Based Benefits Design* (2014-17)
- Council of Medical Specialty Societies: *Consumer advisory board, Patient Engagement Summit* (2017)
- Brookings Institution: *Quality Alliance Steering Committee member* (2014-16)
- Aspen Institute: *Aspen Ideas Award judge* (2015)
- Cleveland Clinic/ABIM Foundation: *Roundtable on Medical Professionalism: Invited participant* (2015)

social

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