

TARA MONTGOMERY

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biography

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 in health care and other complex systems. Tara is driven by optimism about the power of collaboration to solve the world's most challenging problems, having spent over two decades convening and partnering with academic, cultural, scientific, and nonprofit institutions and leading strategic initiatives to advance public health, education, corporate social responsibility, and social change.

In 2017, Tara founded Civic Health Partners to help health, media, and technology organizations improve their public engagement strategies and ethics policies. Observing close-up that sustainable change can only be achieved through people, Tara integrates executive coaching methods and frameworks into her practice. She works with leaders to reflect on the intersection of empathy, equity, and evidence and supports them through the development of ethical approaches to build public trust. Her research on the role of trustworthy leadership in the US response to COVID-19 is now informing her consulting and advocacy work. In 2021, she spent four months working with the mentoring and coaching team at Médecins Sans Frontières to support physicians and managers of MSF's global medical humanitarian activities.

Tara previously led Health Impact at the Consumer Reports, the world's largest nonprofit consumer organization, where she developed strategies for protecting the health, safety, privacy, and pocketbooks of consumers, and advocated for increasing the transparency and accountability of corporate and government entities. There, in partnership with the ABIM Foundation, she launched the consumer campaign for Choosing Wisely, a multi-stakeholder initiative that promotes conversations about unnecessary medical tests and procedures.

Tara speaks and writes regularly about the future of health and health care and the role of trust in achieving a more just and equitable health system. Her work has appeared in JAMA, BMJ Opinion, and the AMA Journal of Ethics podcast. She serves on the Board of Directors of the American Board of Medical Specialties, the ABMS Ethics and Professionalism Committee, the Building Trust & Health Equity Patient Advisory Committee of the ABIM Foundation, the Scientific Board for Preventing Overdiagnosis, and as co-chair of the Ethics and Compliance Advisory Board for PatientsLikeMe.

Tara holds a BA from Kings College London and an Executive Mastère Spécialisé® in Consulting & Coaching for Change from HEC Paris. She is an Adjunct Lecturer in Health Communication at Tufts University School of Medicine and a 2022 Executive in Residence at Saïd Business School, University of Oxford.

expertise

Values-driven leadership

- Equity & ethics policy development
- Corporate social responsibility strategy
- Board governance & accountability
- Strategic planning & co-creation
- Coaching & facilitation for building trust

Stakeholder engagement

- Partner development & coalition building
- Public & community engagement
- Public interest communication
- Patient & consumer advocacy
- Campaign strategy & messaging

experience

Founder & Principal Civic Health Partners

April 2017—current
Brooklyn, New York

- Civic Health Partners helps health systems leaders achieve sustainable change through people.
- Collaborating with institutional leaders to reflect on culture and values and discover trustworthy leadership practices, 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, and the Bio-IT World Innovative Practices Award.
- Providing consulting services for a division of the pharmaceutical company Novo Nordisk.
- Serving as a member of the Board of Directors of the American Board of Medical Specialties.
- Contributing expertise on culture change to nonprofit health organizations and think tanks.

Executive in Residence Saïd Business School, University of Oxford

Jan 2022 – current
Oxford, UK (Remote)

- Bringing a practitioner perspective to the School's research, learning, leadership development, and partnerships to improve health and health care systems.
- Serving as a mentor and facilitator for reflection around complex public health challenges, helping to guide students in their self-development journeys to becoming effective leaders in health care organisations.

Stagiaire, Mentoring & Coaching Médecins Sans Frontières (MSF)

Sept – Dec 2021
New York (Remote)

- Supporting the Operational Center of Paris Coaching and Mentoring program management team with coordination, communication, implementation, evaluation, and improvement of coaching and mentoring programs for medical, logistics, and operations leaders of MSF medical humanitarian activities around the world.
- Worked in two languages (English & French).

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
Consumer Reports**

Mar 2003 - Jul 2011
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 1991
Kings College London London, UK

Special Subject (towards B.A.): European Government 1991
London School of Economics London, UK

One year of "License" curriculum (towards B.A.): French/English Translation 1990
Université de Nice--Sophia Antipolis Nice, France

Graduate Certificate (coursework only): Media Management 2005
The New School New York, New York

Research Ethics (part of the MSc. in Epidemiology) 2019
Utrecht University Utrecht, Netherlands

Mastère Spécialisé® in Consulting and Coaching for Change 2021
HEC Paris in partnership with Saïd Business School, University of Oxford Paris, France/Oxford, UK

My professional thesis research explored 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.

languages

- Fluent in English
- Proficient in spoken and written French

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 (The Role of Board Certification in Addressing Social Determinants and Disparities in Health Care)
- ABMS Symposium (Improving Health and Health Care)
- 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 on Innovation in COVID-19 Vaccine Distribution)
- PatientsLikeMe/ArcFusion Dinner
- Preventing Overdiagnosis (Plenary)
- Preventing Overdiagnosis (Making Sense of COVID-19 Testing)
- Preventing Overdiagnosis (Health System Sustainability after COVID-19)
- 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 & Health Equity: Patient & Public Engagement Advisor Board Member* (2021)
- AMA: *Equity policy during COVID-19: Invited discussant* (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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