

# TARA MONTGOMERY

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## biography

Tara is a trusted change leadership advisor, academic practitioner, and social entrepreneur 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. Over the past two decades she has convened and partnered with academic, cultural, scientific, and nonprofit institutions to lead strategic initiatives to advance public health, education, sustainability, and social change.

Following a decade in academic publishing (first as a publisher at Routledge and later as editorial director at Fathom, Columbia University's online learning start-up), Tara joined Consumer Reports, the world's largest nonprofit consumer organization. As a senior leader focused on Health Impact, she developed strategies to improve the health and wellbeing of consumers, advocated for transparency and accountability in healthcare, led a team of researchers and journalists, secured millions in grant funding, and launched the public engagement campaign for *Choosing Wisely* with the ABIM Foundation.

In 2017 she founded Civic Health Partners, an independent consulting practice working with purpose-driven organizations to develop trustworthy leadership and public engagement strategies. As an EMCC-accredited coach at the Senior Practitioner level, Tara integrates executive coaching methods into her practice. She works with leaders to reflect on the intersection of empathy and evidence and supports them through the development of ethical approaches to build public trust. Her research on the role of trust in the US leadership response to COVID-19 informs her advocacy and coaching efforts to galvanize more trustworthy systems leaders. She recently spent six months with Médecins Sans Frontières supporting mentoring and coaching programs.

Tara speaks and writes about the future of health and the role of trust in achieving a more just and equitable health system. Her work on trust has appeared in JAMA, BMJ Opinion, and the AMA Journal of Ethics podcast. She is a member of the Board of Directors of the American Board of Medical Specialties, where she chairs the Public Member Caucus and serves on the Executive Committee and the Ethics and Professionalism Committee. As an advisory board member, she participates in the ABIM Foundation Building Trust Patient Advisory Committee, the Advocacy Collaborative of the National Patient Advocate Foundation, the Lisa Schwartz Foundation for Truth in Medicine, and Centre for Sustainable Healthcare.

Tara was educated at Kings College London and holds an Executive Mastère Spécialisé® in Consulting and Coaching for Change from HEC Paris and Saïd Business School, University of Oxford. Her professional thesis research explored how successes/failures around trust relate to successes/failures of leadership through the first year of 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 their related complex systemic challenges.

Tara is an Executive in Residence at the Saïd Business School at the University of Oxford, where she collaborates with the Skoll Centre for Social Entrepreneurship, facilitates workshops for MBA students on impact leadership, and contributes practitioner insights to graduate and executive programs in healthcare leadership. She is also an Adjunct Lecturer in Health Communication at Tufts University School of Medicine.

## expertise

### **Values-driven leadership**

- Individual coaching for leading change
- Facilitation of collective reflection on trust
- Public accountability & professionalism
- Corporate social responsibility strategy
- Board governance best practices
- Ethics policy development
- Systems change leadership development

### **Engagement for impact**

- Partnerships & coalition building
- Patient & public engagement
- Policy & campaign communication
- Trustworthy messaging
- Transparency strategy
- Public interest advocacy
- Strategic planning facilitation

## experience

### **Executive in Residence**

January 2022—current

#### **University of Oxford, Saïd Business School,**

Oxford, UK

- Bringing a practitioner perspective to the school's research, learning, leadership development, and partnerships to improve health, health care, and social impact.
- Serving as a mentor and facilitator for reflection around complex global challenges, helping to guide students in their self-development journeys to becoming effective leaders
- Collaborating with the Skoll Center for Social Entrepreneurship through the Systems Change Research Working Group and providing impact leadership workshops for the Skoll Impact Lab.
- Teaching on the new MSc in Global Healthcare Leadership, a partnership between the business school and the University of Oxford's Nuffield Department of Primary Care Health Sciences.
- Guiding case-study based class discussion for the new MSc in Translational Health Sciences.

### **Adjunct Lecturer**

April 2017—current

#### **Tufts University School of Medicine**

Boston, MA

- Subject matter advisor and adjunct lecturer in digital health and health communications at the Department of Public Health and Community Medicine at Tufts University School of Medicine.
- Co-created curriculum for a new graduate course in Digital Strategies for Global Health Communication in collaboration with the World Health Organization.

### **Member of the Board of Directors**

July 2019—current

#### **American Board of Medical Specialties (ABMS)**

Chicago, IL

- As a member of the Board of Directors of ABMS, I bring a public interest perspective to the improvement of health and health care in the US through high quality medical education, training, and accreditation. In my Board role I participate in oversight of Board Certification for 950,000 US physicians across 24 medical specialties.
- I serve as Chair of the Public Member Caucus and sit on the Board Executive Committee, the Ethics & Professionalism Committee, and the Committee on Continuing Certification.

### **Program Facilitator**

January-March 2021

#### **Harvard Medical School/Brigham and Women's Hospital**

- Planned and facilitated live online course module on trust and equity in vaccine distribution for the One Brave Idea/Innovating from Discovery to Delivery professional development program.

### **Research Consultant**

September 2017-March 2018

#### **Harvard Medical School/Beth Israel Deaconess Medical Center**

- Designed and conducted an impact evaluation project to guide public engagement for OpenNotes, an international movement advocating for greater transparency in healthcare.

**Founder & Principal  
Civic Health Partners**

April 2017—current  
Brooklyn, New York

***Helping systems leaders reflect on trust and achieve sustainable change through people***

- My consulting team works with health organizations to solve problems by reflecting on culture and values to discover trustworthy engagement strategies and policy initiatives to catalyze change. Our partners and clients share a commitment to humanizing solutions and a belief that dollars, data, rules, and regulations are not always enough to drive change. They range from tech industry innovators, health care companies, and employers to professional medical associations, nonprofits, advocacy groups, and government agencies. They have included 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.

**Accredited Senior Practitioner in Individual Coaching (EMCC)  
Civic Health Partners**

April 2022—current  
Brooklyn, New York

***Focusing on the human dimensions of change leadership***

- I am skilled in helping C-level systems leaders guide organizations through change, both planned and emergent. I enjoy helping my clients lead purpose-driven organizations through the challenges of a complex environment, guided by ethics, empathy, and evidence. Depending on the client's needs, coaching may address topics such as supporting a client's growth and self-awareness as a leader through self-reflection and the use of self; defining values and purpose; making sense of what is happening; steering culture change; building resilience; learning trust-building habits; dealing with failure; navigating uncertainty, ambiguity, and discomfort; working with conflict; appreciating positive deviance; understanding and improving relationships and group dynamics; and building adaptive leadership skills. I don't bring formulas or solutions. I try to humbly ask questions and bring out leaders' curiosity to learn and change.

**Mentoring & Coaching Internship Program  
Médecins Sans Frontières (MSF)**

September 2021-April 2022  
New York; Paris, France

- Helping the Operational Center of Paris Coaching and Mentoring program management team with coordination, communication, implementation, evaluation, and improvement of programs for medical, logistics, and operations leaders of MSF global medical humanitarian activities.

**Senior Director, Health Impact  
Consumer Reports**

February 2014-March 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**

August 2011 - January 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.
- Contributed to the spread of implementation efforts 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** March 2003 - July 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** January 2000 - March 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** June 1998 - January 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** March 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 (with London School of Economics)** London, UK

**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

## certifications

**Accredited Coach (Senior Practitioner level)** 2022  
**European Mentoring & Coaching Council (EMCC)**

## 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)

## writing

- Okun S, Hanger M, Browne-James L, Montgomery T, Rafaloff G, van Delden JJ. **Commitments for Ethically Responsible Sourcing, Use, and Reuse of Patient Data in the Digital Age: Co-Creation Process.** *JMIR* (Preprint). 15/07/2022:41095
- Nundy S, Montgomery T, Wachter RM. **Promoting Trust Between Patients and Physicians in the Era of Artificial Intelligence.** *JAMA*. 2019;322(6):497–498.
- 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
- **Ethics Talk: How to Change Organizational Culture, AMA Journal of Ethics** podcast, March 2020
- **Claiming our power as health citizens in an age of overdiagnosis, BMJ Opinion**, December 2019

## speaking & facilitation

Contributor to influential forums on health & medicine, consumer insights, ethics, and communications.

### COVID-19 & Infectious Disease Prevention

- Aspen Ideas Festival: The looming antibiotic crisis (producer of panel with Dr Anthony Fauci)
- NPS MedicineWise Australia: Building public trust in health communication during COVID-19
- One Brave Idea (with Google/YouTube/Harvard): Innovating to advance vaccine equity
- Preventing Overdiagnosis: COVID-19 testing: Making Sense of Benefits & Harms (moderator)
- Preventing Overdiagnosis: Health System Sustainability: Lessons Learned from COVID-19
- Summit on Fighting C.diff Infection: Role of citizens and patient advocates
- SXSW: Engaging patient safety advocates in reporting healthcare-acquired infections

### Trust, Ethics & Equity

- ABMS Symposium on Improving Health: Advancing health equity
- Aspen Ideas: Spotlight Health: Real world data and patient safety
- Council of Medical Specialty Societies: Ethics of AI for patient data
- New York Academy of Sciences: Big Data Ethics in the public interest
- PatientsLikeMe & ArcFusion Dinner: Citizen science
- Preventing Overdiagnosis: Earning trust in evidence
- SXSW: Health data privacy

## Public Transparency & Evidence Communication

- American Board of Medical Specialties (ABMS) Annual Meeting: Physician/public transparency
- Academy Health/ABIM Foundation Symposium on Low Value Care: Promoting culture change
- AHRQ/PCORI Joint Session: Patient outcomes
- Booz Allen Care Transformation Summit: Improving Health Value for Consumers
- Castlight Enterprise Healthcare Summit: Quality and price transparency
- CDC Health Policy Conference: Plenary on public communication of evidence
- CDC Speaker Series: Communicating data to the public
- Choosing Wisely International Roundtable
- Connected Health Symposium: Digital health
- Conversations on Healthcare: Choosing Wisely—A campaign about unnecessary care
- Health 2.0/Health 2.0 WinterTech: Consumer health tools
- Health & Benefits Leadership Conference: Consumer health communication
- Insights Association: Consumer health needs
- Smarter Medicine Switzerland: Health communications campaign design workshop
- TEDMed Great Challenges: Role of the patient
- Vanderbilt Health Conference: Consumer health needs: problems and solutions
- World Congress on Health Care: Rating health care providers
- WPP Stream Health: Best practices in consumer health communication

## service

Providing expertise and guidance to foundations, convenings, and policy forums:

- Centre for Sustainable Healthcare: Founding Advisory Board Member (2023>)
- Lisa Schwartz Foundation for Truth in Medicine: Founding Member (2022>)
- National Patient Advocate Foundation: Advocacy Collaborative Member (2022>)
- ABIM Foundation: Building Trust Initiative: Patient Advisory Committee Member (2021>)
- American Medical Association (AMA): Equity policy during COVID-19: Planning contributor (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)
- Preventing Overdiagnosis: Scientific Committee member (2017-current)
- AcademyHealth/ABIM Foundation: Low Value Care Learning Network contributor (2019-current)
- PatientsLikeMe: Ethics and Compliance Advisory Board: Co-Chair (2018-2020)
- American Association of Medical Colleges (AAMC): Financial Disclosures: Invited participant (2019)
- ABIM Foundation: Exploring Initiatives to Address Misinformation in Health: Invited participant (2019)
- American Medical Association (AMA): Joy in Medicine/Physician 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)
- Cleveland Clinic/ABIM Foundation: Roundtable on Medical Professionalism: Invited participant (2015)
- Aspen Institute/Aspen Spotlight Health: Aspen Ideas Award judge (2015)

## social

Twitter: @TaraCivicHealth

LinkedIn: <https://www.linkedin.com/in/tara-montgomery-b357052/>