



MAILMAN SCHOOL
OF PUBLIC HEALTH

December 12, 2023

To Whom it May Concern:

It is with great pleasure that I recommend Shana Montrose as a consultant for your project. I have known Shana for ten years. Shana stands out as a sincere, highly intelligent, and dedicated colleague. She is committed to improving equity as well as efficiency by applying systematic changes that lie at the intersection of policy, administration, and strategy.

We first worked together when we developed a case study on health reform in Mexico for the Harvard Business Press. The business school has long published case studies and our study was included in an inaugural book of case studies for public health. Shana had the idea to interview Julio Frenk, the Minister of Health who led the reform, and a series of about ten other experts. She led our team in a productive and inclusive way. The case study is used in courses at Harvard, Columbia, the University of Nagasaki (Japan), the Tec de Monterrey (Mexico) as well as a course offered to health ministers from developing countries by the World Bank.

Since then, I have tracked Shana's career and have been impressed to see her work as an executive leader at a Federally Qualified Health Center and internal strategic consultant at Kaiser Permanente. In my research, I study systems like these and it has been helpful to learn from her experience on the ground.

She also generously gave of her time to speak to one of my classes earlier this year. We received positive feedback about her engaging presentation style, candor and authenticity. I am certain you will enjoy working with Shana. Please feel free to contact me if you have any questions or concerns.

Sincerely,

A handwritten signature in black ink, appearing to be "Thalia Porteny", followed by a period.

Thalia Porteny, PhD, MSc.
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