



Carlos is the Chief Strategy Officer at SOMOS, Independent Practice Association (IPA). SOMOS is a network of over 2,500 diverse, community-based providers that deliver culturally-competent health care to predominately low-income and minority communities in New York City. SOMOS' patient population comprises over 20% of the New York City Medicaid population; a population that faces significant challenges accessing and maintaining care, including language barriers and social determinants of health. At SOMOS, Carlos is responsible for helping community-based providers transition and thrive in an era of new payment models by implementing value-based payment contracts where physician reimbursements are tied to outcomes rather than volume.

Prior to joining SOMOS, Carlos served as the Senior Policy Advisor to the New York State Medicaid Director. In this role, Carlos oversaw the planning and financing of various health care initiatives pertaining to New York State's \$70 billion Medicaid Program that provides health care coverage to approximately seven million New Yorkers. Among his professional accomplishments, Carlos was a co-author of New York State's \$7.3 billion Delivery System Reform Incentive Payment (DSRIP) Program, aimed at restructuring the financing and service delivery system to promote integrative care models and reduce avoidable hospital use. Carlos also led the New York State Healthcare SWAT team enacted by Governor Andrew Cuomo to assist the island of Puerto Rico develop a proposal to transform its Medicaid Program. In April 2020, Carlos was asked by the NYS Health Commissioner, Dr. Howard Zucker, to return to Albany (in a volunteer capacity) and join NYS' COVID Response Team. Carlos took a leave of absence from SOMOS and spent four months working on various efforts to combat the pandemic.

For his efforts in helping underserved populations gain access to health care, Carlos has been named *Health Policy Leader of the Year (2015)* by the Association of Hispanic Healthcare Executives (AHHE) and recognized by the Latino Caucus of the American Public Health Association (APHA) as the *Outstanding Community Public Health Professional of the Year (2016)*. In 2019, Carlos was selected as part of *Crain's 40 Under 40 Business Leaders in New York City*.

A native New Yorker, Carlos was born in the Bronx to parents of Puerto Rican heritage. Carlos earned a B.A. from Columbia College (NY), a M.P.A. from Columbia's School of International and Public Affairs (SIPA) and a M.P.H. from Columbia's Mailman School of Public Health.