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Marriott Boston Cambridge
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SPEAKER BIOS

MARGRET AMATAYAKUL, RHIA, CHPS, FHIMSS

Margret Amatayakul is president of Margret\A Consulting, LLC, a consulting firm dedicated to providing effective and efficient solutions to today's information management and systems issues. She is also a principal in the Health IT Certification program that conducts seminars, provides online training, and administers the Certified Professional in Health Information Technology (CPHIT) and Certified Professional in Electronic Health Records (CPEHR).

Margret "A" has an extensive career history of working in the field of electronic health records (EHRs) and associated standards, such as HIPAA. Her clients include large and small providers, health plans, business associates of HIPAA covered entities, professional associations and societies, and vendors. She is active in standards development organizations and is newly elected to the board of directors of the Health Information Management and Systems Society (HIMSS). She has served as a contractor to the National Committee on Vital and Health Statistics (NCVHS) as they developed recommendations for standards on patient medical record information and electronic prescribing, and is on the Certification Process Work Group of the Certification Commission for Healthcare Information Technology (CCHIT).

Margret's employment history includes serving as director of health information management services at the Illinois Eye and Ear Infirmary, associate professor at the University of Illinois at the Medical Center, associate executive director of the American Health Information Management Association (AHIMA), and founder and first executive director of the Computer-based Patient Record Institute (CPRI), an organization that grew out of the recommendations in the first Institute of Medicine (IOM) patient record study (April 1991).

Margret is a widely sought after speaker and has published extensively, having several regular columns in healthcare trade publications. She has written books on HIPAA, electronic health records, finance concepts for health professionals, and work flow and process improvement. She is a clinical associate professor at the University of Illinois at Chicago; and is also an adjunct faculty member in the masters in health informatics program at the College of St. Scholastica and on its ATHENS advisory committee, which, in partnership with a major HIS vendor, focuses on integrating computer-based clinical information system applications into health sciences professional curricula.

Margret is a registered health information administrator (RHIA), certified in healthcare privacy and security (CHPS), a Fellow in HIMSS (FHIMSS), and has a bachelor's degree from the University of Illinois at the Medical Center in medical record administration and a master in business administration from the University of Illinois at Chicago with concentrations in marketing and finance.

CHERYL AUSTEIN CASNOFF, M.P.H.

Cheryl Austein Casnoff joined the Health Resources and Services Administration (HRSA) as the associate administrator for Health Information Technology (HIT) in September 2005. As the associate administrator for HIT, Cheryl promotes the adoption and effective use of HIT among safety net providers and populations.

HRSA is one of 10 public health agencies in the U.S. Department of Health and Human Services (HHS). The agency uses its \$6 billion annual budget (FY 2007) to expand access to quality health care for all Americans through an array of grants to state and local governments, community-based organizations, health care providers and health professions training programs.

Cheryl was previously the Director of the State Children's Health Insurance Program (SCHIP) at the Centers for Medicare and Medicaid Services (CMS) providing insurance for low-income children. She was also responsible for designing and implementing SCHIP in 1997. Prior to coming to CMS, Cheryl was the Director for Public Health Policy in the Office of the Assistant Secretary for Planning and Evaluation (ASPE) and a budget analyst in the Office of the Assistant Secretary for Management and Budget. She also served as a member of the President's Task Force for Health Care Reform. She was selected as a Senior Legislative Fellow for health policy and served in the Office of Senator Dave Durenberger. Cheryl received her Masters of Public Health in Health Services Administration from Yale Medical School, Department of Epidemiology and Public Health and her Bachelor of Arts in Biological Sciences from Northwestern University.

CHRISTINE BECHTEL

Christine Bechtel is the Vice President of the National Partnership for Women & Families, where she is responsible for the strategic direction and oversight of the organization's day to day operations and programs. This includes overseeing every aspect of the organization's groundbreaking and multi-faceted health policy work, managing projects funded by the nation's largest foundations, partnerships with key business consortiums, and leading broad-based consumer coalitions that address issues ranging from health IT to patient-centered care to access.

Bechtel was previously Vice President of the eHealth Initiative (eHI), a Washington D.C.-based non-profit organization dedicated to improving the quality, safety and efficiency of health care through information and information technology. As Vice President, Ms. Bechtel headed the organization's membership, public policy and government relations work. In this role, she led numerous initiatives to achieve consensus across the multiple stakeholders in health care on how to accelerate the adoption and effective use of health IT in a way that is responsible, sustainable, and builds and maintains the public's trust.

Prior to joining eHI, Ms. Bechtel worked with the American Health Quality Association, served as Senior Research Advisor at AARP, was Director of Community Development for Louisiana's Medicare Quality Improvement Organization, Louisiana Health Care Review, and served as a Legislative Associate for United States Senator Barbara A. Mikulski (D-MD). She holds a Bachelor's degree in Politics and Public Policy from Goucher College in Baltimore, Maryland and a Masters degree in Political Management from George Washington University in Washington, D.C.

DAVID BLUMENTHAL, M.D., M.P.P.

David Blumenthal, M.D., M.P.P., was appointed on March 20, 2009, as the Obama Administration's choice to serve as the National Coordinator for Health Information Technology. As National Coordinator, Dr. Blumenthal leads the implementation of a nationwide interoperable, privacy-protected health information technology infrastructure.

Dr. Blumenthal previously served as a physician and as the director of the Institute for Health Policy at The Massachusetts General Hospital/Partners HealthCare System in Boston, Massachusetts. He was also the Samuel O. Thier Professor of Medicine and Professor of Health Care Policy at Harvard Medical School.

From 1987-1991 he was Senior Vice President at Boston's Brigham and Women's Hospital, a 720-bed Harvard teaching hospital. From 1981 to 1987 he was Executive Director of the Center for Health Policy and Management and Lecturer on Public Policy at the John F. Kennedy School of Government at Harvard. During the late 1970s, Dr. Blumenthal was a professional staff member on Senator Edward Kennedy's Senate Subcommittee on Health and Scientific Research. He served as chief health adviser to the Dukakis Presidential campaign and a senior health adviser to the Obama for President Campaign.

He is a member of the Institute of Medicine of the National Academy of Sciences, a National Associate of the National Academy of Sciences, and serves on several editorial boards, including the American Journal of Medicine and Journal of Health Politics, Policy and Law. He is also a National Correspondent for The New England Journal of Medicine. He serves on advisory committees to the National Academy of Sciences, the Institute of Medicine, the National Academy of Social Insurance, the Open Society Institute and other foundations.

Dr. Blumenthal was the founding chairman of Academy Health (formerly the Academy for Health Services Research and Health Policy), the national organization of health services researchers. He is also Director of the Harvard University Interfaculty Program for Health Systems Improvement. He is recipient of the Distinguished Investigator Award from Academy Health, the national organization of health services researchers, and a Doctor of Humane Letters from Rush University for the Health Sciences. He has served as a trustee of the University of Chicago Health System and currently serves as a trustee of the University of Pennsylvania Health System (Penn Medicine).

His research interests include the dissemination of health information technology, quality management in health care, the determinants of physician behavior, access to health services, and the extent and consequences of academic-industrial relationships in the health sciences.

ERIC G. BROWN

Research Coverage

Emerging Marketing Channels, Healthcare & Life Sciences, Marketing & Advertising, Marketing Organization & Culture, Value-Based Marketing

Research Focus

Eric serves Technology Product Management & Marketing professionals and leads a research team that delivers research and consulting to help these professionals. Under Eric's direction, Forrester helps these clients execute on product planning, channel development, vertical industry marketing, and effective messaging. Eric is responsible for a research agenda that explores the qualitative and quantitative trends in the hardware, software, telecom, and professional services industries, as well as best practices for success in these markets. Individually, Eric has helped clients develop role-based marketing initiatives that target specific stakeholders and also advises clients on technology adoption trends in the healthcare sector.

Eric launched Forrester's Healthcare practice in 1999, examining the impact of the adoption of information technology on life sciences firms, health plans, and healthcare providers. He has helped clients with critical decisions in the areas of regional health information networks, payer-provider connectivity, medical claims platforms, and physician office technology adoption. Additionally, Eric spent four years as a senior analyst forecasting the impact of application integration technologies and Web services on business collaboration; he also led Forrester's manufacturing and business trade research team. He has been a frequent and highly rated speaker at industry events in the US and Europe.

Previous Work Experience

Prior to joining Forrester, Eric spent 12 years in the document imaging and workflow industry. His early research at MIT in optical disk publishing spawned the first PC-based document imaging company. Just before Forrester, Eric was director of healthcare marketing for Optika's MediPower Division, where he managed the company's electronic document and workflow solutions for hospital medical records and patient billing systems.

Education

Eric received his bachelor of science degree in computer science from MIT and earned a master of science in visual studies from MIT's Media Lab. He has served on the board of the New England Chapter and National Conference Committee of AIIM and is currently a member of HIMSS.

CLAYTON M. CHRISTENSEN

Clayton M. Christensen is the Robert and Jane Cizik Professor of Business Administration at the Harvard Business School, with a joint appointment in the Technology & Operations Management and General Management faculty groups. Christensen holds a B.A. in economics from Brigham Young University and an M.Phil. in economics from Oxford University, where he studied as a Rhodes Scholar. Christensen received an MBA from the Harvard Business School in 1979, graduating as a George F. Baker Scholar. He was awarded a DBA from the Harvard Business School in 1992. Professor Christensen is the bestselling author of five books, including his seminal work *The Innovator's Dilemma* (1997) which received the Global Business Book Award for the best business book of the year, *The Innovator's Solution* (2003), and *Seeing What's Next* (2004). Recently, Christensen has focused the lens of disruptive innovation on social issues such as education and health care. *Disrupting Class* (2008) looks at the root causes of why schools struggle and offers solutions, while *The Innovator's Prescription* (2009) examines how to fix our healthcare system.

CAROLYN M. CLANCY, M.D.

Carolyn M. Clancy, M.D., was appointed Director of the Agency for Healthcare Research and Quality (AHRQ) on February 5, 2003. Prior to her appointment, Dr. Clancy served as the Agency's Acting Director and previously was Director of AHRQ's Center for Outcomes and Effectiveness Research.

Dr. Clancy, who is a general internist and health services researcher, is a graduate of Boston College and the University of Massachusetts Medical School. Following clinical training in internal medicine, Dr. Clancy was a Henry J. Kaiser Family Foundation Fellow at the University of Pennsylvania. She was also an assistant professor in the Department of Internal Medicine at the Medical College of Virginia before joining AHRQ in 1990.

Dr. Clancy holds an academic appointment at George Washington University School of Medicine (Clinical Associate Professor, Department of Medicine) and serves as Senior Associate Editor, *Health Services Research*. Dr. Clancy has served on multiple editorial boards and is currently on the board of the *Annals of Family Medicine*, *Annals of Internal Medicine*, *American Journal of Medical Quality*, and *Medical Care Research and Review*. She has published widely in peer reviewed journals and has edited or contributed to seven books. She is a member of the Institute of Medicine and was elected a Master of the American College of Physicians in 2004.

Her major research interests include improving health care quality and patient safety, and reducing disparities in care associated with patients' race, ethnicity, gender, income, and education. As Director, she launched the first annual reports to the Congress on health care disparities and health care quality.

Dr. Clancy lives in the Maryland suburbs of Washington, D.C, with her husband, Bill. She enjoys jogging, movies, and spending time with her extended family, especially four nieces in Virginia.

JENNIFER COVICH BORDENICK

Jennifer Covich Bordenick is Chief Operating Officer at the eHealth Initiative and Foundation in Washington, DC. Since 2002, Jennifer has provided leadership for education and research components of the eHealth Initiative and its Foundation, including: working group focused on electronic prescribing, the online *eHealth Initiative Toolkit*, *Partnership for Connecting Communities for Better Health Program*, annual health information exchange (HIE) survey and report, workgroup focused on clinician adoption of electronic health records, chronic care management initiatives, eHealth Initiative's Annual Conference, Annual Awards Program, Connecting Communities Coalition, and many other programs. Prior to her current position, Jennifer headed up the strategic marketing efforts at two different technology organizations, focusing on solutions for the healthcare industry. Jennifer also spent four years at the National Committee for Quality Assurance as Director of Policy and Product Development, where she assisted in the development of national quality standards for healthcare organizations, including health plans, providers, and other healthcare organizations. Jennifer began her career at the George Washington University, Medical Center and Health Plan in Washington, DC. She spent several years there working on quality management initiatives and healthcare administration. Jennifer was a faculty member at the University of Phoenix and taught online management and healthcare classes to graduate students. Jennifer earned a master's degree in Human Resource Development, and bachelor's degree in Psychology. She has also completed coursework in the doctoral program in healthcare administration at the George Washington University in Washington, DC. She resides in Maryland with her husband and two children.

DAVID CUTLER

David Cutler is currently the Otto Eckstein Professor of Applied Economics at Harvard University and recently completed a five-year term as associate dean of the Faculty of Arts and Sciences for Social Sciences. Professor Cutler's research is in health and public economics. He served on the Council of Economic Advisers and the National Economic Council during the Clinton Administration and has advised the Presidential campaigns of Bill Bradley, John Kerry, and Barack Obama. Among other affiliations, Professor Cutler has held positions with the National Institutes of Health and the National Academy of Sciences. Currently, Professor Cutler is a Research Associate at the National Bureau of Economic Research and a member of the Institute of Medicine.

LORI M. EVANS, MPH

Ms. Evans has 17 years experience in healthcare, including senior federal and state health information technology (IT) policy and governmental initiatives; executive roles within private sector health IT corporations; health care provider operations; and health services research. She writes and speaks regularly on health IT across the country and participates in numerous federal, state and industry initiatives as a national expert.

Most recently Ms. Evans served as a Deputy Commissioner of the New York State Department of Health leading an Office of Health Information Technology Transformation where she oversaw a near \$500 million investment program in New York's health information infrastructure – in the context of and coupled with new health care payment and care delivery models – to improve the quality and reduce the cost of health care. New York's strategy includes statewide, detailed information policies, standards and technical specifications, which form the basis for the implementation of a statewide health information exchange network, the adoption of electronic health records and the design of clinical decision support and data analytics tools to underpin health reforms in New York.

Ms. Evans previously served as a Senior Advisor to the nation's first National Coordinator for Health Information Technology in the United States Department of Health and Human Services. She was responsible for launching initiatives for the certification of health information tools, modernization of health information standards, nationwide information-sharing architectures, and evaluation of new policies for protecting consumer privacy.

Ms. Evans also has significant experience in the private sector. Prior to joining New York State, Ms Evans was a Managing Director of Manatt Health Solutions, a policy and business advisory division of Manatt, Phelps and Phillips, where she advised corporations on their health information and care improvement strategies. Ms. Evans has also served for 5 years as Director of the Care Data Exchange division for CareScience, Inc., a care management company and provider of Internet based technologies serving hospitals and provider communities across the US.

Prior to joining CareScience, Ms. Evans worked for the leadership and strategic operations group of the Kaiser Permanente Medical Group in Northern California on access and operations improvement, and health IT implementation projects.

She began her career as a health policy analyst and researcher respectively at the Institute for Health Policy Studies at the University of California San Francisco School of Medicine and the Center for Health Services Research and Policy at the George Washington University.

Ms. Evans is a member of the inaugural Board of Directors of the National Health Collaborative. She has received various professional honors -- most recently named a 2007 rising star by Modern Healthcare and a 2009 40 under 40 Crain's New York Business Rising Star. Ms. Evans holds a BA from Ohio Wesleyan University and a MPH from the George Washington University.

PATRICK D. GALLAGHER

Dr. Patrick Gallagher is the Deputy Director of the National Institute of Standards and Technology (NIST) and is currently carrying out the responsibilities of the Director. NIST is a Department of Commerce agency dedicated to promoting U.S. innovation and industrial competitiveness by advancing measurement science, standards, and technology.

Prior to his appointment as Deputy Director in 2008, Gallagher served for four years as Director of the NIST Center for Neutron Research, a national user facility for advanced materials and other studies using neutrons. Gallagher received his Ph.D. in Physics from the University of Pittsburgh in 1991. In 2000, Gallagher was a NIST agency representative at the National Science and Technology Council. He has been active in the area of U.S. policy for scientific user facilities and was chair of the Interagency Working Group on neutron and light source facilities under the Office of Science and Technology Policy.

ROBERT S. GALVIN, MD

Robert Galvin, MD, is Executive Director of Health Services and Chief Medical Officer at General Electric. He also leads health policy for the company. His responsibilities include managing the \$3B that GE spends annually on healthcare and leading GE's clinical group, which encompasses 175 clinics in 30 countries. Dr. Galvin is Professor Adjunct of Medicine and Health Policy at Yale, and his work has been published in the New England Journal of Medicine and Health Affairs.

His focus is in the areas of value purchasing, payment reform and public policy relating to the role of employers in the healthcare system. He is co-founder of the Leapfrog Group and founder of Bridges to Excellence and the Center for Payment Reform. He is a member of the Defense Health Board as well as the National Advisory Council of the Agency for Healthcare Research and Quality and has served on several Institute of Medicine Committees. Dr Galvin's work has received awards from the National Business Group on Health, the National Healthcare Purchasing Institute and the National Coalition for Cancer Survivorship.

JOHN D. HALAMKA, MD, MS

John D. Halamka, MD, MS, is Chief Information Officer of Beth Israel Deaconess Medical Center, Chief Information Officer of Harvard Medical School, Chairman of the New England Health Electronic Data Interchange Network (NEHEN), CEO of MA-SHARE (a Regional Health Information Organization), Chair of the US Healthcare Information Technology Standards Panel (HITSP), and a practicing Emergency Physician.

As Chief Information Officer of Beth Israel Deaconess Medical Center, he is responsible for all clinical, financial, administrative and academic information technology serving 3000 doctors, 14000 employees and two million patients. As Chief Information Officer of Harvard Medical School, he oversees all educational, research and administrative computing for 18000 faculty and 3000 students. As Chairman of NEHEN he oversees the administrative data exchange in Massachusetts. As CEO of MA-SHARE he oversees the clinical data exchange efforts in Massachusetts. As Chair of HITSP he coordinates the process of electronic standards harmonization among stakeholders nationwide.

JAMES HEREFORD

James Hereford is executive vice president of Strategic Services and Quality at Group Health Cooperative, one of the nation's largest consumer-governed health care systems. His responsibilities include strategic oversight of technology, quality, human resources, and strategic planning.

Hereford has been instrumental in the development of secure Web portals for Group Health contracted providers, employers, brokers, and members at www.ghc.org. He oversaw the implementation of a comprehensive electronic medical record for patients at Group Health-operated medical centers and clinics—one of the nation's largest. He has also been a key figure in the implementation of a Lean-based management and improvement system at Group Health.

Hereford has held various positions in service quality and health informatics during his 17 years at Group Health. He holds a Bachelor and a Masters of Science in Mathematics from Montana State University.

Hereford is a faculty member at the University of Washington, where he has taught operations management in the Master of Health Administration program. Hereford is chair of the Washington State Health Care Authority Health Information Infrastructure Advisory Board, commissioned to create a statewide clinical data sharing infrastructure, and sits on the board of OneHealthPort, a shared technology security service. He is a frequent speaker nationally on operational improvement through the use of Lean and technology.

JOSEPH M. HEYMAN, MD

Joseph M. Heyman, MD, an obstetrician-gynecologist with a private practice in Amesbury, Mass., has been a member of the American Medical Association (AMA) Board of Trustees (BOT) since 2002. He served as its secretary (2005-2006) chair of the finance committee (2006-2007), chair of the AMA-BOT (2008-2009) and is currently serving as the immediate past chair.

Dr. Heyman has been involved in organized medicine since joining the Massachusetts Medical Society (MMS) in 1973. He joined the AMA in 1980 and has been a member of the Massachusetts delegation to the AMA since 1987.

He was a member of the AMA Council on Medical Service, serving on its executive committee (1997-2000) and as its chair (2000-2001). During his tenure on the council, Dr. Heyman helped develop AMA policy on health insurance reform, pharmaceutical industry spending in the United States and hospital mergers.

Dr. Heyman also serves on the board of commissioners of the Joint Commission, the board of directors of Joint Commission Resources and the steering committee of the Markle Foundation's Connecting for Health. He has served as president of the Essex North District Medical Society and on the U.S. Department of Health and Human Services Practicing Advisory Council. In addition, he has served as president, vice president, trustee and speaker of the MMS House of Delegates.

GERRY HINKLEY

Gerry Hinkley is a partner in the San Francisco office of the national health care law firm Davis Wright Tremaine LLP, where he co-chairs the Health Information Technology Practice Group. Gerry's HIT practice is focused on community network development and finance, network user participation, system procurement, regulatory compliance and privacy. Gerry has been involved with governance, network user and privacy projects for the Markle Connecting for Health, eHealth Initiative, AHIMA and HIMSS as well as numerous health information exchange organizations. He serves as a member of the Steering Group of Markle Connecting for Health, the HIMSS Legal Aspects Task Force and the Leadership Council of eHealth Initiative.

MATTHEW HOLT

Matthew Holt has spent more than 18 years in health care as a researcher, generalist forecaster, and strategist. He's conducted in-depth studies about the health care market, information technology and policy for public release and private clients. He learned from some of the best in forecasting, policy and survey organizations, like Institute for the Future and Harris Interactive. But these days he's best known as the author of *The Health Care Blog* and as the co-founder of the *Health2.0 Conference*. For that he's been mostly self-taught!

JOHN K. IGLEHART

For 26 years, John Iglehart held two editorial leadership positions in the world of health policymaking. Iglehart was editor-in-chief of *Health Affairs*, a bimonthly policy journal that he founded in 1981 and led until September 2007, when he stepped down. The journal is published by Project HOPE, a not-for-profit international health education organization. Over this same period, Iglehart also has served as national correspondent of *The New England Journal of Medicine*, for which he has written more than 100 essays called Health Policy Reports. Iglehart continues to write for *TNEJM* as a national correspondent. *Health Affairs*, a peer-reviewed, multidisciplinary journal, has made its mark by translating health services research and analysis into content that is more accessible to Members of Congress and other key participants in federal and state health policymaking. *Health Affairs* publishes its journal bimonthly but also posts original, peer-reviewed papers on its Web site every week. *Health Affairs*, which The Washington Post has characterized as "the indispensable journal," is the largest circulating health policy periodical in the United States and also has subscribers in 25 foreign countries.

Before 1981, Iglehart served for two years as a vice president of the Kaiser Foundation Health Plan and director of its Washington, D.C. office. During the decade 1969 to 1979, Iglehart held a variety of editorial positions, including the editorship of *National Journal*, a privately published weekly on federal policymaking. Iglehart was elected to membership in the Institute of Medicine (IOM) of the National Academy of Sciences in 1977 and served on its Governing Council for six years (1985-1991). He also is an elected member of the National Academy of Social Insurance and serves on the Advisory Board of the National Institute For Health Care Management. Previously, Iglehart served on the boards of the American Board of Medical Specialties, the Educational Commission for Foreign Medical Graduates and AcademyHealth. He holds a degree in journalism from the University of Wisconsin-Milwaukee and has been a journalist-in-residence at Harvard University.

ASHISH K. JHA, M.D., M.P.H.

Ashish K. Jha, M.D., M.P.H. is Associate Professor of Health Policy at the Harvard School of Public Health, Assistant Professor of Medicine at Harvard Medical School, and Staff Physician at VA Boston Healthcare System and Brigham and Women's Hospital. He currently serves as senior advisor to the Under Secretary for Health of the Veterans Health Administration, focusing on areas of clinical quality and patient safety.

Dr. Jha's main professional interests are quality of care, racial disparities in care, and how information technology impacts these areas. He has worked to evaluate the quality of hospital care, especially hospitals that care for large minority populations; the impact of HIT and public reporting on quality of care; and the relationship between hospital quality and efficiency. Much of his current work focuses on the current state of HIT use in the U.S. and the impact it has on the quality, safety, and efficiency of healthcare.

BOB KOCHER, MD

Bob is a member of the National Economic Council focusing on healthcare economics and policies.

Bob joins the Obama Administration after serving as a partner at McKinsey & Company where he led McKinsey Global Institute's healthcare economic research team, and served private and public sector healthcare clients. He has worked extensively with hospitals, health systems, policy makers, and governments in 18 countries including the US, Canada, UK, Middle East, India, and Asia to improve health system design and performance, clinical outcomes, operations, patient experience, service line strategy, and financial performance. In addition, he has led major research efforts to understand the US health system, to look at why healthcare is so expensive in the US, to examine differences in state performance, and to develop a framework for guiding health system reform around the world.

Bob is an active writer and public speaker on a range of healthcare topics including health reform, health economics, improving clinical outcomes, improving hospital operations, international healthcare strategies for US hospitals, and the future of cancer, cardiology, and neuroscience care. He and his work have been published or quoted in the *McKinsey Quarterly*, *New England Journal of Medicine*, *Washington Post*, *New York Times*, *Wall Street Journal*, *LA Times* and on National Public Radio's *All Things Considered*. He authored "Accounting for the High cost of US Healthcare" and a 2008 update.

Background and Education

Bob received a BS in Zoology and a BA in Political Science from the University of Washington. He received his MD with AOA honors from the George Washington University. During medical school, Bob completed a research scholarship with the Howard Hughes Medical Institute and the National Institutes of Health where he studied cell biology and motor proteins. Upon completion of his research he was awarded a Howard Hughes Fellowship. He went on to complete his residency training at the Beth Israel Deaconess Medical Center and the Harvard Medical School. At Harvard, he was an Instructor of the Doctor/Patient medical student course. He is Board certified in Internal Medicine and licensed in Virginia.

STEVEN S. LAZARUS, PhD, CPEHR, CPHIE, CPHIT, FHIMSS

Steven S. Lazarus, PhD, CPEHR, CPHIE, CPHIT, FHIMSS is President and Co-Founder of Boundary Information Group (BIG), a consortium of health care information and technology consulting firms using their collective experience and knowledge to address the information needs of the health care community. His consulting engagements include electronic health records, system strategic planning, revenue cycle improvement and workflow improvement, and HIPAA compliance. His clients include physician practices, hospitals, RHIOs, insurance companies, vendors, government (Federal, State and local) and national associations. In 2004, he co-founded Health IT Certification, LLC, a training and professional certification company focused on EHR, HIE, and HIT. He is a faculty member and Vice-Chair of the Board of Examiners. He has been accepted by the Court as an expert HIPAA witness.

He is the former Chair of the Workgroup for Electronic Data Interchange (WEDI) Board of Directors. He is also Chair of the WEDI HSA Task Group. From 1990-1994, Dr. Lazarus was an Executive responsible for research and information systems activities at the Medical Group Management Association. Dr. Lazarus received his B.S. degree in Industrial Engineering from Cornell University and an MS degree in Industrial Engineering and Operations Research from Polytechnic University. The University of Rochester awarded him a PhD in Business Administration. He is a Fellow of the Healthcare Information and Management Systems Society (FHIMSS). He holds designations as a Certified Professional in Electronic Health records and Health Information Technology.

Steve Lazarus received the HIPAA Summit Extraordinary Achievement Award for his contribution to the healthcare community by facilitating the development and implementation of the HIPAA law and regulations. Steve received WEDI's 2002 Vision and Leadership Award as WEDI Chairman. Steve was also the recipient of the 2006 HIMSS Book of the Year Award for "*Electronic Health Records: Transforming Medical Group Practices*".

Steve Lazarus co-authored the HIPAA books: "*Handbook for HIPAA Security Implementation*" for the AMA Press, 2003, "*Complete Guide to HIPAA Security Risk Analysis*" for HCPro, 2004, and "*Electronic Health Records: Transforming Medical Group Practices*", for MGMA, March 2005.

JANET MARCHIBRODA

Janet Marchibroda is the Chief Healthcare Officer for IBM. Formerly she held the position of Chief Executive Officer for eHealth Initiative.

ROBERT D. MAROTTA

Bob Marotta, a lawyer by profession, specializes in the regulation of health care delivery systems, with a specific emphasis on pharmacy, medicine and information technology and its regulation at the federal and state levels.

Mr. Marotta is Senior Vice President and Chief Regulatory Counsel of HLTH Corporation (and its WebMD Health Corp. subsidiary). His responsibilities include, among other things, the regulatory aspects of HLTH and WebMD's business at the federal and state levels. For more than 30 years, he has commented before numerous state agencies and legislatures, in virtually every state, and the United States Congress, to discuss the practice of medicine and pharmacy, their regulation and related health care and information technology policy issues. Mr. Marotta has addressed a wide range of specific subjects, including the use of automation and technology in the practice of medicine and pharmacy and allied health care professions, health care reform, the Health Insurance Portability and Accountability Act of 1996 ("HIPAA"), and patient privacy, confidentiality and security.

Mr. Marotta presently serves as a member of the Board of Directors and Executive Committee of the eHealth Initiative ("eHI") and is President of the eHI Foundation, Washington, D.C., organizations whose mission is to drive improvement in the quality, safety and efficiency of health care through information and information technology.

Prior to joining HLTH, he was the Senior Vice President – Regulatory Counsel of Merck-Medco Managed Care, L.L.C., a division of Merck & Co., Inc., now known as MedcoHealth Solutions, Inc., an independent public company. In May, 2000, Mr. Marotta was awarded Merck-Medco's inaugural "Lifetime Achievement Award" for his distinguished service to the company and commitment to patient care.

In 1995, the Pharmaceutical Care Management Association ("PCMA") presented Mr. Marotta with the President's Distinguished Service Award, citing "his guidance, direction, and personal efforts in establishing a successful and nationally recognized legislative program supporting managed care pharmacy." He has also served as PCMA's chairman and a member of its board of directors and executive committee.

In 2001, the PCMA awarded Mr. Marotta with the Latiolais Honor Medal. The medal is presented annually to an individual "who has shown exemplary service to the managed health care arena, his or her own profession, and the American public." As an adjunct professor on the faculty at the Ohio Northern University Raabe College of Pharmacy, he has taught clinical courses on pharmacy benefit management, practice before regulatory agencies, and the legislative process.

Mr. Marotta sits on the Boards of a number of organizations and is a member of numerous national, state and local groups. He is also active in many civic and charitable endeavors, particularly those that provide educational opportunities for deserving students at both the secondary school and college and university levels and for many years has been a member of the Advisory Counsel for the College of Arts and Letters at the University of Notre Dame, his alma mater.

MARK McCLELLAN

Mark B. McClellan, M.P.A., M.D., Ph.D., is a Senior Fellow and Director of the Engelberg Center for Healthcare Reform, and Leonard D. Schaeffer Director's Chair in Health Policy at the Brookings Institution. He is also a former administrator for the Centers for Medicare and Medicaid Services (CMS) and former commissioner of the Food and Drug Administration (FDA). The Engelberg Center is studying ways to provide practical solutions for access, quality, and financing challenges facing the U. S. health care system. A doctor and economist by training, he is developing and implementing ideas to drive improvements in high-quality, innovative, affordable health care. While at the FDA and CMS, McClellan developed and implemented major reforms in health policy, including the Medicare prescription drug benefit, the FDA's Critical Path Initiative, and public-private initiatives to develop better information on the quality and cost of care. McClellan's professional experience includes: associate professor of economics and of medicine, Stanford University, 1995-present; administrator, Centers for Medicare and Medicaid Services, 2004-2006; commissioner of Food and Drugs, 2002-2004; member, President's Council of Economic Advisers and senior director for Health Care, White House, 2001-2002; member, Institute of Medicine, 2003-present; research associate, National Bureau of Economic Research, 1995-2001, 2006-present; national fellow, Hoover Institution, Stanford University, 2000-2001; director, Program on Health Outcomes Research, Center for Health Policy and Center for Primary Care and Outcomes Research, Stanford University, 1999-2001; associate editor, *Journal of Health Economics*, 1998-2001; and deputy assistant secretary for Economic Policy, U.S. Department of the Treasury, 1998-1999. McClellan holds a Ph.D. in economics from the Massachusetts Institute of Technology, an M.D. from Harvard University-Massachusetts Institute of Technology Division of Health Sciences and Technology, an M.P.A. from Harvard University and a B.A. from the University of Texas at Austin.

DEVEN McGRAW

Deven McGraw is the Director of the Health Privacy Project at CDT, where she focuses on developing and promoting policies that ensure individual privacy as personal health information is shared electronically. Ms. McGraw is active in efforts to advance the adoption and implementation of health information technology and electronic health information exchange to improve health care. She serves on the Health Information Technology (HIT) Policy Committee, a federal advisory committee established in the American Recovery and Reinvestment Act of 2009. She also serves on the Leadership Committee of the eHealth Initiative and now serves on its Leadership Committee. She is also on the Steering Group of the Markle Foundation's Connecting for Health multi-stakeholder initiative.

Prior to joining CDT, Ms. McGraw was the Chief Operating Officer of the National Partnership for Women & Families. Ms. McGraw also was an associate in the public policy group at Patton Boggs, LLP and in the health care group at Ropes & Gray. She also served as Deputy Legal Counsel to the Governor of Massachusetts and taught in the Federal Legislation Clinic at the Georgetown University Law Center.

J. MARC OVERHAGE, MD, PhD

Dr. Overhage is President and CEO of the Indiana Health Information Exchange, Director of Medical Informatics at the Regenstrief Institute, Inc., and a professor of medicine at the Indiana University School of Medicine.

He has spent over 25 years developing and implementing scientific and clinical systems and evaluating their value. Working with Dr. Clement McDonald, one of the pioneers of medical informatics, he has created an electronic patient record (called the Indiana Network for Patient Care) containing data from many sources including laboratories, pharmacies and hospitals in central Indiana. The system currently connects nearly all acute care hospitals in central Indiana and includes inpatient and outpatient encounter data, laboratory results, immunization data and other selected data. In order to create a sustainable financial model, he helped create the Indiana Health Information Exchange, a not-for-profit corporation. Over the last five years, he has played a significant regional and national leadership role in advancing the policy, standards, financing and implementation of health information exchange.

Dr. Overhage is also an expert in clinical decision support including inpatient and outpatient computerized physician order entry and the underlying knowledge bases to support them.

Dr. Overhage is a fellow of the American College of Medical Informatics and the American College of Physicians. He received the Davies Recognition Award for Excellence in Computer-Based Patient Recognition for the Regenstrief Medical Record System.

Dr. Overhage received his BA, with High Honors, in Physics from Wabash College and his PhD in Biophysics and MD from Indiana University School of Medicine. Dr. Overhage was a resident in internal medicine, a medical informatics and health services research fellow and then chief medical resident at the Indiana University School of Medicine. After completing informatics fellowship training, he served as an information advisor at Eli Lilly and Company and then joined the Regenstrief Institute.

MICHAEL PADDOCK

Michael Paddock serves both as Chief Executive Officer of Grants Office, a national grant development services firm, and as Grants Columnist for the award-winning *HSToday* magazine. In his role at Grants Office, Mr. Paddock consults with dozens of health care agencies, state and local governments and international agencies on grant funding. He contributes regularly to a wide range of publications, and he is a featured speaker at many national conferences specializing in healthcare and homeland security funding. Mr. Paddock served from 1996-2001 on the US Interagency Electronic Grants Committee and co-founded the New York State E-grants Project in 1999. His article "Funding the First 72 Hours" was recently accepted as a reference within the National Blueprint for Secure Communities, a joint project of the National Council on Readiness and Preparedness and the John F. Kennedy School of Government at Harvard University.

SREEDHAR POTARAZU, MD, MBA

Sreedhar Potarazu, MD, MBA, is the founder of VitalSpring Technologies. Dr. Potarazu earned his MBA at the Johns Hopkins University School of Medicine with a focus on Health Information Technology. As part of his thesis, Dr. Potarazu identified a need for expanding the utility of technology infrastructures in the healthcare marketplace. He is now recognized in the high-tech arena as a leader in the field of healthcare technology, and has earned a position among his CEO peers as a visionary entrepreneur. Dr. Potarazu has served on the faculty for the Johns Hopkins University School of Medicine for several years and lectures extensively around the world on issues relating to health management systems. His book, *Get Off the Dime*, is an informative must-read for anyone interested in taking corporate healthcare to the next level by better serving employees and saving money.

MICHAEL T. RAPP, MD, JD, FACEP

Dr. Rapp is director of the Quality Measurement and Health Assessment Group, Office of Clinical Standards and Quality, at the Centers for Medicare and Medicaid Services, based at its headquarters in Baltimore, MD. The group is responsible for evaluating and supporting implementation of quality measurement systems to assess healthcare quality in a broad range of settings. These include hospitals, doctor offices, nursing homes, home health agencies, dialysis centers. The group actively works with many stakeholders to promote widespread participation in the quality measurement development and consensus process. Dr. Rapp major leadership responsibilities include the Physician Quality Reporting Initiative, the Electronic Prescribing Reporting Program, Hospital Compare website measures content, measures design of the Hospital Value Based Purchasing Plan, the development of the CARE Post-Acute Assessment Instrument, the QIO 9th Statement of Work Care Transitions Theme, the Better Quality Initiative for Medicare Beneficiaries Pilot Project, the calculation of quality measurement results using Medicare data for Chartered Value Exchanges, and other aspects of CMS's efforts to promote Value Driven Healthcare.

Dr. Rapp is an emergency physician and was in active clinical practice until taking his position at CMS, including most recently as a member of the George Washington University Medical Faculty Associates. For 18 years he served as Chairman and Medical Director of the Department of Emergency Medicine at Arlington Hospital (now Virginia Hospital Center.) He has served on the board of directors and as president of the American College of Emergency Physicians. Early in his career, Dr. Rapp practiced law as a defense attorney representing hospitals and physicians in medical malpractice suits. His public service activities include approximately four years as Chairman of the Department of HHS Practicing Physicians Advisory Council.

Dr. Rapp received his M.D. degree from the Northwestern University Feinberg School of Medicine, and his J.D. degree, with highest honors, from the George Washington University School of Law. He is board certified by the American Board of Emergency Medicine, and served as an oral examiner for the Board. He is a Clinical Professor of Emergency Medicine at the George Washington University of Medicine and Health Sciences. He is a fellow of the American College of Emergency Physicians, and a member of the Medical Society of Virginia, the American Medical Association, and the American Health Lawyers Association.

Dr. Rapp is married to Carolyn Freas Rapp, who is a writer. They are the parents of three adult children.

ALEJANDRO RETI, M.D., M.B.A.

Alejandro manages clinical development and new scientific initiatives at Verisk Health. In this role, he has been involved in initiatives involving clinical quality reporting, risk-adjusted primary care payment, and establishing medical homes. Alejandro's background combines medicine, management consulting and healthcare policy. Prior to joining Verisk Health, Alejandro worked with Avalere Health, a leading health policy research and consulting firm in Washington DC, directing research initiatives in evidence-based medicine and payment reform. He has also conducted best practices research in hospital quality improvement and technology management for The Advisory Board Company. Alejandro graduated magna cum laude from Amherst College and received his medical and business degrees from Yale University.

WES RISHEL

Wes Rishel is a vice-president and distinguished analyst in Gartner's healthcare provider research practice. He covers electronic medical records, interoperability, health information exchanges (HIE), the U.S. nationwide health information network (NHIN) and the underlying technologies of healthcare IT, including application integration and standards.

Mr. Rishel is a commissioner of the Certification Commission for Healthcare Information Technology. He served as a member of the Healthcare Information Technology Advisory Panel of the Joint Commission on Accreditation of Healthcare Organizations. He was also one of the technical leads and a member of the steering group for the Connecting for Health program on regional health information networks. He was the founding technical chair of Health Level Seven, served as its chair in 2002-2003, and continues on the board. He has served on the boards of directors of the Workgroup for Electronic Data Interchange (WEDI), the Healthcare Information Management Systems Society (HIMSS) and the eHealth Initiative (eHI). He was the primary author of the Gartner report summarizing the NHIN Prototype Architecture contracts of the Office of the National Coordinator (ONC) for Health IT.

SHEERA ROSENFELD

Sheera Rosenfeld focuses on HIT and health information exchange (HIE) policy issues, their impact on key stakeholders and the commercial market as well as the progression of state-based HIE initiatives and the HIT market. With over ten years of experience in strategic consulting and policy analysis, Sheera supports a variety of clients on how the HIT landscape may affect their business.

Prior to joining Avalere, Sheera helped launch and oversee the Health Technology Center. She served as a consultant to the eHealth Initiative and worked at The Lewin Group serving healthcare delivery systems and other private and public sector clients. Sheera's experience in the public sector includes work for the Senate Committee on Labor and Human Resources and the Health Resources and Services Administration. Sheera holds a B.S. from the University of New England and a M.P.H. from Johns Hopkins Bloomberg School of Public Health.

KAVEH SAFAVI, MD, JD, FACEP

Kaveh Safavi is vice president and global lead for the Cisco Internet Business Solutions Group Healthcare Practice. IBSG is the global strategic consulting arm of Cisco. The Healthcare Practice helps leaders in the healthcare and life sciences industries transform the way that their organizations design and deliver health and care to customers.

A seasoned healthcare executive, prior to Cisco, Safavi was chief medical officer for the healthcare business of Thomson Reuters, where he established the Center for Healthcare Improvement to create a thought leadership presence. Safavi participates in more than 50 public speaking engagements annually. He has published numerous papers and articles, and has become a popular source for the healthcare media. He is quoted frequently in *The Wall Street Journal*, *The New York Times*, and *The Economist*.

Safavi's leadership experience spans the healthcare sector—from physician offices and hospitals, to insurers, to the boards of biotech companies. In the early 1990s, Safavi was president and medical director of HealthSpring Medical Group of Illinois. There, he developed a Physician Practice Management business, which was one of the first organizations in the Midwest to run on a fully automated electronic medical record system.

Safavi has the unique distinction of possessing both medical and law degrees, from Loyola University and DePaul University, respectively. He is board-certified in internal medicine and pediatrics. His clinical experience includes four years at the University of Michigan Medical Center, Internal Medicine and Pediatric Residency Program.

REE SAILORS

Ree Sailors is a Program Director for the National Governors Association's Center for Best Practices, Health Division in Washington D.C. She manages the Health Information Technology portfolio for the association by providing states with specialized technical assistance on programs and policies related to Health Information Technology, electronic health records, health information exchange and privacy and security issues.

Prior to joining the NGA Center staff, Ms. Sailors served as Senior Health Policy Advisor to Governor Kulongoski of Oregon and Governor Gary Locke of Washington. Ms. Sailors has been involved in health policy issues for over 25 years at the state level and has worked on a full array of health policy issues. Ms. Sailors has her Masters and undergraduate degrees from Florida State University.

DAVID G. SCHULKE

David Schulke serves as Executive Vice President of The American Health Quality Association (AHQA), representing the national network of private health care Quality Improvement Organizations (QIOs). QIOs work with a wide variety of stakeholders and support health professionals in using effective approaches to reduce costs and improve health care quality.

During the 1980s and 1990s David worked for senior Democratic and Republican Members of the U.S. Senate and House of Representatives. He researched, drafted and helped secure enactment of several pieces of health care legislation, including the Medicare hospital quality oversight reforms and beneficiary complaint provisions enacted in 1985 and 1986, OBRA 87 nursing home reforms, the outpatient drug benefit enacted in the Medicare Catastrophic Coverage Act of 1988, the OBRA 90 Medicaid drug rebate and drug use review legislation, and the first risk-adjusted Federal quality "report card" evaluating health care services, enacted in 1993. He served on the White House Health Reform Task Force in 1993-4.

David previously directed alliance development and regulatory affairs for the American Pharmacists Association, and from 1978 to 1983 he led a community-based organization addressing quality and access problems in long term care facilities.

MICHAEL SIEGEL , PhD

Michael Siegel is a Principal Research Scientist at the MIT Sloan School of Management. He is currently the Director of the Digital Health Special Interest Group at the MIT Center for Digital Business and Co-Director of the PROductivity from Information Technology (PROFIT) Project. Dr. Siegel's research interests include the intelligent integration of information systems, data semantics, data standards, web-based information extraction and integration, improvement in healthcare safety, operations and management using health information systems and dynamic modeling, information technology in financial risk management and global financial systems, applications of computation social science to analyzing state stability, and information security. His recent work on improving hospital operations and patient safety using Hospital Information Systems and System Dynamics modeling has resulted in management changes to hospital work environments at major hospitals. His work in benchmarking commercial Value-at-Risk software systems has been very well received by academics, practitioners and regulators. He has addressed the Federal Reserve Bank, academic and international audiences on these and other topics.

MICKY TRIPATHI

Micky Tripathi is the President & Chief Executive Officer of the Massachusetts eHealth Collaborative (MAeHC), a non-profit collaboration of 34 leading Massachusetts organizations. He is also a member of the Board of Directors of MA-SHARE, a community utility service for state-wide clinical data exchange in Massachusetts.

Prior to joining MAeHC, Mr. Tripathi was a manager in the Boston office of the Boston Consulting Group, a leading strategy and management consulting firm. While at BCG, he served as the founding President and CEO of the Indiana Health Information Exchange, an Indianapolis-based non-profit company partnered with the Regenstrief Institute to create a state-wide health information infrastructure in the state of Indiana. As a manager in BCG's health care practice, Mr. Tripathi also served a variety of US and international clients in the non-profit sector as well as in the bioinformatics, biotechnology, and pharmaceutical industries.

He holds a Ph.D. in political science from the Massachusetts Institute of Technology, a Master of Public Policy from Harvard University, and an AB in political science from Vassar College. Prior to receiving his Ph.D., he was a senior operations research analyst in the Office of the Secretary of Defense in Washington, DC, for which he received the Secretary of Defense Distinguished Civilian Service Award.

DAVID VERRILL

David Verrill is Executive Director of the Center for Digital Business at MIT's Sloan School of Management. David helped form the Center in 1999 with Professors Glen Urban and Erik Brynjolfsson. His professional career began as a research scientist at the famed Center for Blood Research in Boston. After receiving his master's degree from Sloan, David joined MIT's Office of Corporate Relations where he helped industry connect with MIT research. In 1996 he left MIT and joined Xerox as Manager of International Sales and Business Development for the Adaptive Products Division. Since 1998 he has helped start two companies including Winchester International Group and the Hub Investment Group. He is still active in both companies. David was educated at Bowdoin College and the MIT Sloan School of Management. Born and raised in Maine, David lives in Carlisle, Massachusetts with his wife and their two children. He is an adventure skier and golf enthusiast.

STEVEN WALDREN, MD MS

Steven E. Waldren, M.D., serves as director of the American Academy of Family Physicians' Center for Health IT. Waldren joined the AAFP in May 2004. His in-depth knowledge of health information systems, programming and software, and medical informatics makes him a qualified expert to lead the AAFP's Center for Health IT as it aims to expand its services to thousands more primary care physicians within the next five years.

The Center for Health IT assists family physicians and other primary care doctors at various stages of EHR adoption. The overall mission of the Center is to promote and facilitate the adoption and optimal use of health information technology to improve health care quality, enhance patient safety, and increase practice efficiency so that both patients and physicians benefit.

Waldren demonstrates strong technical skills and a broad understanding of the role of information technology in the present and future of medicine. In addition to directing the AAFP's Center for Health IT, he serves as co-chair of the Physicians' EHR Coalition, a group of representatives from more than 20 professional medical associations that address issues related to health care IT and physician practices. He also is a member of the National Quality Forum's HIT Measure Steering Committee that seeks to identify and endorse physician performance measures for quality improvement related to EHR use.

Waldren serves in a volunteer role as vice chair of the American Society for Testing Materials (ASTM)'s E31 Health Information Standards Committee, which is responsible for the development of health care IT standards. He co-founded Open Health Data whose mission is to promote health care data reuse through the development and utilization of open source products and services, and he is a member and past co-chair of the Ambulatory Functionality Working Group of the Certification Commission for Health Information Technology.

Additionally, Waldren serves as board chair of the Center for Improving Medication Management, a collaborative forum that promotes the value of pharmacy information technology use with patients and physicians for the purpose of improving medication management overall.

Waldren also serves the industry in the following capacities:

- Co-chair of the Ambulatory Care Quality Alliance's Data Aggregation and HIT Subcommittee.
- Member of the Association for Information and Image Management (AIIM) working group on PDF/H - a best practices standard for PDF in healthcare.
- Member of the American National Standards Institute-Health Care Information Technology Standards Panel (ANSI-HITSP).
- Member of the Certification Commission on Health IT Ambulatory Working Group.
- Co-founder of www.ccrstandard.com.
- Member of Healthcare IT News Editorial Advisory Board.

Waldren is a board-certified family physician. He completed his master's in health care informatics in May 2004 from the University of Missouri, Columbia, while completing a National Library of Medicine Postdoctoral Medical Informatics Research Fellowship. He completed his family medicine residency at Wesley Family Medicine (University of Kansas School of Medicine), Wichita, Kan. and earned his medical degree from the University of Kansas School of Medicine, Kansas City.

Waldren has presented at more than 30 national conferences that focus on health IT issues in the past three years. He also has co-authored scholarly articles that have been published in several peer-reviewed publications.

KERRY WEEMS

In January, Kerry Weems ended a nearly 28 year career with the Federal government and is now an independent consultant on health. Most recently, Mr. Weems held the position of Administrator of the Centers for Medicare and Medicaid Services and was also Vice-Chairman of the American Health Information Community. In those capacities, Mr. Weems implemented the Medicare e-prescribing program, began pilot projects for electronic health records and personal health records, and instituted a number of landmark payment reforms, including non-payment for certain medical errors. Prior to that Mr. Weems served in a number of senior positions at the Department of Health and Human Services, including Deputy Chief of Staff, Chief Financial Officer, and Chief Budget Officer overseeing a budget exceeding \$700 billion.

Mr. Weems has served both Republican and Democratic administrations and received the highest award for civilian employees, the Presidential Rank award, from Presidents Clinton and Bush.

P. JON WHITE, MD

Dr. P. Jon White is currently the Director of the Health IT Portfolio for the Agency for Healthcare Research and Quality, Department of Health and Human Services.

Dr. White is a family physician that received his M.D. from the University of Virginia and trained as a resident at Lancaster General Hospital in Pennsylvania, where he received the AAFP/Mead Johnson Award for Graduate Education. He has experience in healthcare IT development and implementation in the ambulatory and acute settings, and was most recently CMIO and associate residency director of Lancaster General Hospital. Jon is active in the AAFP, AMIA and HIMSS. His interests include practical application of IT to improve healthcare and medical history.