

## The System 2009 Biographies of the 'Veterans'



**Doug Badger** is a partner at the Nickles Group, a Washington DC based, strategy firm. Prior to that position, Doug was Special Assistant to the President for Legislative Affairs. Before serving President Bush in that capacity, Doug was special assistant to the President for Economic Policy and responsible for health policy matters.

Mr. Badger has almost two decades of policy experience, particularly involving health care issues. He joins the White House from Washington Council Ernst & Young, where he has been a partner since 1999. From 1989 through 1999, he worked in the United States Senate, first as Assistant Staff Director, then Staff Director of the Senate Republican Policy Committee, then as Chief of Staff to Assistant Majority Leader Senator Don Nickles. From 1985 to 1989, Mr. Badger held various policy positions in the Department of Health and Human Services and the Social Security Administration.



**Robert Berenson, M.D.**, is a Senior Fellow at the Urban Institute. Dr. Berenson is also adjunct professor at the University of North Carolina School of Public Health and the Fuqua School of Business at Duke University. He is an expert in health care policy, particularly Medicare, with experience practicing medicine, serving in senior positions in two Administrations, and helping organize and manage a successful preferred provider organization.

From 1998 to 2000, he was in charge of Medicare payment policy and managed care contracting in the Health Care Financing Administration (now the Centers for Medicare and Medicaid Services). In the Carter Administration, he served as an Assistant Director of the Domestic Policy Staff. He was also National Program Director of IMPACS (Improving Malpractice Prevention and Compensation Systems), a grant program funded by the Robert Wood Johnson Foundation, from 1994 to 1998. Dr. Berenson is a board-certified internist who practiced for 12 years in a Washington, D.C., group practice and is a Fellow of the American College of Physicians.



**Linda Bergthold, Ph.D.** is an independent health policy consultant, focusing on evidence-based coverage decision making and technology assessment for promising but unproven treatments. She is currently serving as a Senior Advisor to the Center for Medical Technology Policy in San Francisco, and she serves as a national consumer representative on the Medicare Coverage Advisory Committee and the California Technology Assessment Forum.

She has more than 20 years experience in health care consulting and research, including research at Stanford University on coverage decision making in managed care, funded by the Robert Wood Johnson Foundation and the California HealthCare Foundation. She was a vice president and head of the California office of The Lewin Group, a national health policy consulting firm, a principal with the William M. Mercer benefits consulting firm and a Senior Consultant with Watson Wyatt Worldwide. She was the co-leader of the working group on Benefits for the White House Health Reform Task Force in 1993. Linda holds a B.A. from UCLA and an M.A. and Ph.D. in Sociology from UC Santa Cruz. She was a Pew Fellow at the Institute for Health Policy Studies, UC San Francisco.



**Brian Biles** is a Professor in the Department of Health Policy at the George Washington University School of Public Health and Health Services.

From his first professional job as a legislative assistant to a Kansas Congressman, to his position as Senior Vice President of the Commonwealth Foundation, Professor Biles has been helping to analyze and shape the nation's health care policy for more than three decades. He spent much of that time in government service.

During his seven years as staff director of the House Ways and Means Subcommittee on Health, Dr. Biles helped to guide debate on Medicare and health financing legislation. Later, as Deputy Assistant Secretary for Health at the Department of Health and Human Services in the Clinton Administration, he led policy development on health reform and public health issues. Dr. Biles also served as Deputy Secretary for Maryland's Department of Health and Mental Hygiene, where he was responsible for state programs in public health, Medicaid, health regulation and more.



**David Broder** is a twice-weekly columnist for The Post, writing on national politics. His column appears on Thursdays and Sundays.

Broder joined The Post in 1966 as a political reporter and has held that post ever since. Before joining the paper, he was a political reporter at the Congressional Quarterly, The Washington Star and The New York Times.

His books include "Democracy Derailed: Initiative Campaigns and the Power of Money" (2000); "Behind the Front Page: A Candid Look at How the News is Made" (1987); "The Party's Over: The Failure of Politics in America" (1972); and "The Republican Establishment: The Present and Future of the G.O.P." with Stephen Hess (1967).

Broder's awards include the White Burkett Miller Presidential Award in 1989, and the 1990 4th Estate Award and 1993 Distinguished Contributions to Journalism Award from the National Press Foundation. He received the Elijah Parrish Lovejoy Award from Colby College in 1990, and was elected to Sigma Delta Chi's Hall of Fame. He won the William Allen White Foundation's award for distinguished achievement in journalism in 1997, and received the National Society of Newspaper Columnists Lifetime Achievement Award in the same year. He won the Pulitzer Prize for distinguished commentary in 1973.



**Mollyann Brodie** is Vice President, Director of Public Opinion and Media Research of the Henry J. Kaiser Family Foundation. Currently, she directs a variety of public knowledge and survey related projects including ongoing survey partnerships with the *Washington Post*, *NPR*, and *USA Today*. Her research efforts focus on understanding public opinion and knowledge on policy issues, and the role of the media in health policy debates. Her research has been published in the *Journal of the American Medical*

*Association*, *New England Journal of Medicine*, *Journal of Health Politics, Policy, and Law* and *Health Affairs*. Prior to joining the Foundation, Dr. Brodie was a Health Policy Fellow and the Assistant Director of the Program on Public Opinion and Health at the Harvard School of Public Health.

Dr. Brodie currently serves on the Board of Directors for the Roper Center for Public Opinion Research. She also serves as chair of the Education Committee for the American Association of Public Opinion Research and previously served on its Executive Council in 2004-2005 and as president of its Pacific chapter in 2002. She received her Ph.D. in Health Policy from Harvard University.



**Peter Budetti** is the Edward E. & Helen T. Bartlett Foundation Professor and Chair of the Department of Health Administration and Policy in the College of Public Health of the University of Oklahoma Health Sciences Center. Dr. Budetti pursues an active research and policy agenda in the areas of health law, health care coverage and financing, and child health.

Between January, 1996, and June, 2003, Dr. Budetti was the Founder and Director of the Institute for Health Services Research and Policy Studies at Northwestern University, Chicago and Evanston, Illinois.

From 1990 until the end of 1995, Dr. Budetti was the Director and Founder of the Center for Health Policy Research, The George Washington University, Washington, D.C.

He was a member of the core legislative drafting group for President Clinton's Health Security Act throughout 1993, and was on leave from The George Washington University to serve as a member of the professional staff for health reform of the Senate Committee on Finance during 1994.

Between 1984 and 1990, Dr. Budetti was Counsel to the Subcommittee on Health and the Environment in the United States House of Representatives.

From 1975 through 1984 he was with the Institute for Health Policy Studies, School of Medicine, University of California, San Francisco. Dr. Budetti is a Pediatrician and lawyer.



**Sheila Burke** is a Faculty Research Fellow at the Malcolm Wiener Center for Social Policy and a member of the faculty at the John F. Kennedy School of Government at Harvard University. She is also a Distinguished Visitor at the O'Neill Institute for National and Global Health Law, Georgetown University Law Center and a Research Professor at Georgetown University's Public Policy Institute.

Ms. Burke joined the Smithsonian Institution in 2000 as the Under Secretary for American Museums and National Programs and in 2004 became Deputy Secretary and Chief Operating Officer, a position in which she served until September 2007. From 1996 to 2000, she was Executive Dean and lecturer in public policy at the John F. Kennedy School of Government at Harvard University. Ms. Burke was Chief of Staff to Senator Bob Dole, from 1986 to 1996 when he was Senate Minority and then the Majority Leader. In 1995, she was elected as Secretary of

the Senate. Starting as a member of the staff of the Senate Finance Committee in 1978, Ms. Burke became Deputy Staff Director of the Committee in 1982 and Deputy Chief of Staff to the Senate Majority Leader in 1985. Ms. Burke also served as member of the Medicare Payment Advisory Commission from 2000 to 2007.

Ms. Burke currently serves as Chair of the Board of Trustees of the Kaiser Family Foundation, Palo Alto, California. She also serves on the boards of The Chubb Corporation and Wellpoint, Inc., is a member of the Kaiser Commission on Medicaid and the Uninsured, the Board of Visitors of Georgetown University's School of Nursing and Health Studies, the Robert Wood Johnson Foundation's Commission to Build a Healthier America, as well as a member of the board of The Partnership for Public Service. She was elected to membership in the Institute of Medicine, National Academy of Sciences in 2004 and to the National Academy of Public Administration.



**Jim Cooper** represents Tennessee's Fifth Congressional District. He earned a B.A. in history and economics from the University of North Carolina at Chapel Hill in 1975 as a Morehead Scholar and serving as coeditor of the *Daily Tar Heel*; a B.A./M.A. in politics and economics as a Rhodes Scholar from Oxford University in 1977; and a J.D. from Harvard Law School in 1980. From 1980-82, he was an attorney with Waller, Lansden, Dortch, & Davis in Nashville, Tennessee, until he was elected congressman for the Fourth Congressional District, serving from 1983-95.

During that time, he served on the Energy & Commerce and Budget Committees and the Small Business Subcommittee. His special legislative focus was on health care, literacy and other rural concerns, and he played leadership roles in major telecommunications, environmental and consumer legislation.

From 1995-1999, he was managing director at Equitable Securities, a Nashville-based investment bank. From 1999-2002, he was founder and partner of Brentwood Capital Advisors LLC, where he sourced and raised funds for growing regional companies and businesses. Cooper was elected to his second stint in Congress in 2002, serving a more urban and suburban constituency. As Fifth District Congressman, he serves on the Armed Services, Budget, and Oversight and Government Reform Committees. In 2007 he was named chairman of the Armed Services Committee's Roles and Missions Panel. Cooper continues to teach as an adjunct professor at the Owen Graduate School of Management at Vanderbilt University, where he has taught a course on health care policy for ten years.



**Karen Davis** is president of The Commonwealth Fund, a private foundation that aims to promote a high performing health care system that achieves better access, improved quality, and greater efficiency, particularly for society's most vulnerable, including low-income people, the uninsured, minority Americans, young children, and elderly adults.

Dr. Davis is a nationally recognized economist, with a distinguished career in public policy and research. Before joining the Fund, she served as chairman of the Department of Health Policy and Management at The Johns Hopkins School of Public Health, where she also held an appointment as professor of economics. She served as deputy assistant secretary for health policy in the Department of Health and Human Services from 1977–1980, and was the first woman to head a U.S. Public Health Service agency.

Prior to her government career, Ms. Davis was a senior fellow at the Brookings Institution in Washington, D.C., a visiting lecturer at Harvard University, and an assistant professor of economics at Rice University. Ms. Davis has published a number of significant books, monographs, and articles on health and social policy issues, including the landmark books *Health Care Cost Containment*, *Medicare Policy*, *National Health Insurance: Benefits, Costs, and Consequences*, and *Health and the War on Poverty*.

She was elected to the Institute of Medicine in 1975, has served two terms on the IOM governing Council (1986–90 and 1997–2000), and was a member of the IOM Committee on Redesigning Health Insurance Benefits, Payment and Performance Improvement Programs. She is a past president of the AcademyHealth (formerly AHSRHP) and an AcademyHealth distinguished fellow; a member of the Kaiser Commission on Medicaid and the Uninsured and a former member of the Agency for Healthcare Quality and Research (AHRQ) National Advisory Committee. She also serves on the Panel of Health Advisors for the Congressional Budget Office (CBO).



**Senator David Durenberger** served as the senior U.S. Senator from Minnesota from 1978 to 1995. During his time in the Senate, Senator Durenberger served as chairman of the Select Committee on Intelligence; chairman of the Health Subcommittee of the Senate Finance Committee and was catapulted into the leadership role in national health reform.

In addition, Senator Durenberger chaired the Intergovernmental Relations Subcommittee, led President Reagan's New Federalism

effort in 1982, and was a 14-year member of the Advisory Committee on Intergovernmental Relations. He was also a member of the Senate Environment Committee; Government Affairs Committee; and the committee now known as the Health, Education, Labor, and Pensions Committee and served as Vice Chair of the Pepper Commission in 1989-1990.

Senator Durenberger is currently a Senior Health Policy Fellow at the University of St. Thomas in Minneapolis Minnesota and chairs the National Institute of Health Policy (NIHP).

Today, he influences the future of the nation's two major public health programs as a member of the Medicare Payment Advisory Commission (MedPAC), the Kaiser Foundation Commission on the Future of Medicaid and the Uninsured, the National Committee on Quality Assurance (NCQA) and the National Commission for Quality Long-term Care. He is also Advisory Board Chair of the Medical Technology Leadership Forum.

Senator Durenberger was also named by Governor Tim Pawlenty to lead the Minnesota Citizens Forum on Health Care Costs, an inside-out approach to healthcare reform in Minnesota. He is author of *Prescription for Change* and *Neither Madman Nor Messiahs* and teaches and speaks nationally on the future of healthcare delivery and policy.



**Christine C. Ferguson**, whose career in federal and state health policy spans more than two decades, has joined the GW School of Public Health and Health Services' Department of Health Policy as an associate research professor. Ferguson will develop an educational program in state health policy and will concentrate her research on health reform, health services for vulnerable populations and health systems reform - - areas in which she is widely known and well respected.

From 1981 to 1995, Ferguson served as counsel and deputy chief of staff to the late U.S. Senator John H. Chafee (R-RI), where she led his wide-ranging efforts to reform national health and social policy for all Americans, with a special focus on health services to medically underserved populations. In this role, Ferguson served as lead staff negotiator for the Mainstream Senators in their 1993-1994 attempt to develop a bipartisan health reform proposal. For her efforts to this end, she was heralded as a "profile in courage" by Haynes Johnson and David Broder in *The System: The American Way of Politics at the Breaking Point*.

Ferguson served as secretary of the Rhode Island Department of Human Services from 1995 to 2001, under Governor Lincoln Almonds's two-term administration. In this capacity, she oversaw nearly one-third of the state's annual budget. At the same time, her groundbreaking work in

Medicaid reform, early childhood education, child care and child welfare reform was nationally recognized. As commissioner of the Massachusetts Department of Public Health under Governor Mitt Romney from 2003 to 2005, Ferguson led the Administration's efforts in the areas of emergency preparedness, substance abuse services, medical errors reduction, and early childhood education and child care. Most recently, Ferguson served as president of First Focus, a special initiative funded by the David and Lucile Packard Foundation and the Atlantic Philanthropies.



**Susan Bartlett Foote** is an Associate Professor at the University of Minnesota's School of Public Health. She is Director of the Medical Technology Leadership Forum at the University of Minnesota. Her research has focused on the influences of public policies on healthcare services, with a particular emphasis on innovation in medical technology. She is the author of *Managing the Medical Arms Race: Innovation and Public Policy in the Medical Device Industry* as well as numerous articles on technology policy.

Prior to her arrival in Minnesota in 1999, she was a professor of business and public policy at the Haas School of Business at the University of California, Berkeley. From 1990 to 1994, she was a Robert Wood Johnson Health Policy Fellow and Senior Legislative Analyst in the office of Senator David Durenberger of Minnesota. She was a consultant on health policy issues in Washington, D.C. from 1995 to 1999. She serves on the board of Banner Health System and Haemonetics, Inc. She also is a member of the Medicare Coverage Advisory Committee at CMS. She holds a JD degree from Boalt Hall, University of California, Berkeley.



**Paul Ginsburg** is President of the Center for Studying Health System Change (HSC). Founded in 1995, HSC conducts research to inform policymakers and other audiences about changes in organization of financing and delivery of care and their effects on people.

Dr. Ginsburg served as the founding Executive Director of the Physician Payment Review Commission (now the Medicare Payment Advisory Commission). Widely regarded as highly influential, the Commission developed the Medicare physician payment reform proposal that was enacted by the Congress in 1989. Dr. Ginsburg was a Senior Economist at RAND and served as Deputy Assistant Director at the Congressional Budget Office. Before that,

he served on the faculties of Duke and Michigan State Universities. He earned his doctorate in economics from Harvard University.

Dr. Ginsburg is a noted speaker and consultant on the changes taking place in the health care system and the future outlook. In addition to presentations on the overall direction of change, recent topics have included cost trends and drivers, consumer driven health care, future of employer-based health insurance and competition in health care. In 2006, for the fourth time, Dr. Ginsburg was named by Modern Healthcare as one of the 100 most powerful persons in health care.



**Tom Hamburger**, Tom Hamburger is an investigative reporter for the *Los Angeles Times*, specializing in the White House and the executive branch. A graduate of Oberlin College, he worked previously for the *Wall Street Journal*, the *Minneapolis Star-Tribune* and the *Arkansas Gazette*. He lives in Silver Spring, MD.

**Katherine Hayes** has over twenty years of health policy experience at the federal and state levels of government and currently serves as Vice President, Health Policy at Jennings Policy Strategies, Inc.

Prior to joining JPS, Inc., Ms. Hayes served as Health Counsel to Senator Evan Bayh of Indiana. Her accomplishments include the enactment of legislation to expand the availability of home and community-based long-term care services for the elderly and individuals with disabilities, to increase private long-term care insurance options and to expand consumer protections in private long-term care insurance.

Ms. Hayes served as Legislative Assistant to the late Senator John H. Chafee (RI) where she staffed the Senator in his capacity as Chairman of the Senate Finance Subcommittee on Health, co-chair of the bipartisan Senate Mainstream Coalition, and chair of the Senate Republican Task Force on Health. During her tenure, she assisted in the development of the Senate Mainstream Coalition health reform proposal, worked to ensure passage of legislation establishing Federally Qualified Health Centers and reasonable-cost reimbursement to those centers under the Medicare and Medicaid programs, and severing the link between welfare and Medicaid as part of the 1996 welfare reform legislation.



**Bill Hoagland**, vice president of public policy, CIGNA Health Care, will work with CIGNA's business leaders, as well as trade associations, business coalitions and interest groups, to develop CIGNA's policy and advocacy positions - particularly on health care reform issues - at both the federal and state levels.

Hoagland has more than 30 years of government experience in numerous roles including public policy analysis and management and legislation development and implementation. During the past four years, he served as policy adviser and top budget aide to former Senate Majority Leader Bill Frist (R-Tenn.). Prior to his service to the Senate Majority Leader, Hoagland served on the Senate Budget Committee under Sen. Pete V. Domenici from 1982-2003 and as the Senator's staff director from 1986-2003; as special assistant to the Secretary of Agriculture from 1981-1982; and as an economist in the Congressional Budget Office from 1975 to 1981. Roll Call, the daily publication that covers Capitol Hill, consistently named Hoagland as one of the most influential staff members on the Hill.



**Lawrence R. Jacobs** is the Walter F. and Joan Mondale Chair for Political Studies and director of the Center for the Study of Politics and Governance at the Hubert H. Humphrey Institute of Public Affairs. He also is a professor in the University of Minnesota's Department of Political Science.

Jacobs' most recent books are *Inequality and American Democracy* (with Theda Skocpol, Russell Sage Press, 2005), *Healthy, Wealth, and Fair* (with James Morone, Oxford University Press, 2005), and *Politicians Don't Pander: Political Manipulation and the Loss of Democratic Responsiveness* (with Robert Y. Shapiro, University of Chicago Press, 2000). He also authored *The Health of Nations: Public Opinion and the Making of Health Policy in the U.S. and Britain* (Cornell University Press, 1993) as well as several edited volumes and numerous articles in the *American Political Science Review*, *World Politics*, *Comparative Politics*, *Journal of Politics*, *Public Opinion Quarterly*, *Presidential Studies Quarterly*, and other scholarly outlets.

Jacobs' research has been published and discussed in a number of mass media outlets, including the BBC, National Public Radio, and Minnesota Public Radio as well as ABC, NBC, CBS News, CNN, CSPAN, MSNBC, and *The New York Times*, *The Washington Post*, *The Wall Street Journal*, *The Los Angeles Times*, *Christian Science Monitor*, *The Chicago Tribune*, *The*

*Economist, The Washington Monthly, The Pioneer Press, The Star Tribune, The New Republic, Congressional Quarterly, Roll Call, and the National Journal, among others. He has made regular presentations at the National Press Club and is a political analyst for the CBS affiliate in Minnesota, WCCO.*



**Julie James** is a policy consultant. Previously she was a principal with the Washington, D.C. consulting firm Health Policy Alternatives, Inc. (HPA). Before joining HPA, she was the Chief Health Policy Analyst for the Senate Committee on Finance. In this capacity she was responsible for overseeing all health policy issues within the jurisdiction of the Committee, including Medicare, Medicaid, the State Children's Health Insurance Program, and health system reform issues. Prior to joining the Finance Committee staff in 1991, Julie was involved with health policy in the state of Oregon. She began her career as a research assistant at the Kaiser Health Services Research Center. She was active in health planning in the state, first as the Associate Director of the regional health planning agency, Northwest Oregon Health Systems, and later as a Governor's appointee to the Oregon Health Council, which she chaired for a year. She also served as Vice-Chairman of the Oregon Certificate of Needs Appeals Board. Other positions in Oregon included being Associate Director of the Oregon Comprehensive Cancer Program and working as an independent consultant on health and other public policy issues.



**Chris Jennings** is a more than two decade-long health policy veteran of the White House, Congress and the private sector. He currently serves as president of Jennings Policy Strategies (JPS), Inc., a nationally-respected health policy and advocacy consulting firm in Washington, D.C. Prior to founding JPS, Inc., Mr. Jennings served in the White House as the Senior Health Care Advisor to President William Jefferson Clinton at the Domestic Policy and National Economic Councils (1993-2001)

As the President's Senior Health Policy Advisor, he was charged with developing and implementing the Administration's health care policy. In this capacity, Mr. Jennings coordinated and oversaw the health policy work of numerous Federal agencies, including the Office of Management and Budget and the Departments of Health and Human Services, Treasury, and

Labor. He also had lead responsibility for communicating and advocating Administration health policy to the Congress, state and local governments, health care interest groups, and the media.

In 1993 and 1994, he served as the Senior Advisor to Administrator of the then Health Care Financing Administration. In this capacity, he served concurrently as the congressional liaison for First Lady Hillary Rodham Clinton providing assistance for her testimony before five committees and staffing her for hundreds of meetings with members of Congress as she advocated for affordable, quality health insurance for all Americans.

Prior to joining the Clinton Administration, Mr. Jennings served as Committee staff for three United States Senators (Glenn, Melcher, and Pryor) over the course of almost ten years on Capitol Hill (1983-1993). As Deputy Staff Director of the Senate Aging Committee for Chairman David Pryor (D-AR), he staffed the Senator before the Finance Committee and the "Pepper Commission." He also coordinated Senator Pryor's legislative initiatives on health insurance affordability and access, long-term care, rural health, and prescription drug coverage and cost containment



**Charles N. Kahn III ("Chip")** is President of the Federation of American Hospitals, the national advocacy organization for investor-owned hospitals and health systems. Mr. Kahn became the Federation's President in June 2001. Mr. Kahn is one of the nation's preeminent experts on health policy and Medicare issues, and his leadership on health care issues and in the political arena is well-recognized.

Mr. Kahn is regarded widely by policymakers and other stakeholders as one of the nation's top leaders in the effort to expand health coverage to the nation's uninsured. Prior to joining the Federation of American Hospitals, he was one of the nation's foremost leaders of the health insurance industry. From 1998 to 2001, he served as President of the Health Insurance Association of America (HIAA).

Mr. Kahn has a long and distinguished career as a professional staff member on Capitol Hill, specializing in health policy. During 1995-1998, he played a pivotal role in developing major health legislation while serving as staff director for the Health Subcommittee of the House Ways and Means Committee. From 1986 to 1993, Mr. Kahn helped to shape every piece of national health entitlement legislation while serving as minority health counsel for the House Ways and Means Health Subcommittee. From 1983 to 1986, he was senior health policy advisor to former

Senator David Durenberger (R-MN) and legislative assistant for health to former Senator Dan Quayle (R-IN).



**Ezra Klein** is an associate editor at *The American Prospect*, where he focuses on health policy and the politics of legislative reform. His work has appeared in the *LA Times*, *The Guardian*, *The Washington Monthly*, *The New Republic*, *Slate*, and more. He's a frequent guest on MSNBC's *Hardball* with Chris Matthews.



**Peter Leibold**, serves as the Executive Vice President and Chief Executive Officer of the American Health Lawyers Association (AHLA). Prior to accepting his job at the American Health Lawyers Association, Peter served as General Counsel to the Catholic Health Association (CHA) from 1996-99. He joined CHA after working at the law firm of Bryan Cave as a counsel from 1995-1996. For six years prior to his joining Bryan Cave, Peter served in three different capacities for Senator John C. Danforth. From 1989 to 1992, he worked as Senator Danforth's counsel for judicial and health affairs. He then became the Senator's legislative director and ultimately served as his chief of staff. In 2004, Peter took time away from his AHLA responsibilities and served as Washington Deputy to then-Ambassador Danforth when he served as the United States Ambassador to the United Nations. In 1988-89, Peter clerked for Judge Wilfred Feinberg of the United States Court of Appeals for the Second Circuit. He is a graduate of Haverford College and Yale Law School.



**Nick Littlefield** currently serves as Chair of Foley Hoag's Government Strategies Group.

From 1989 through 1997, as Staff Director and Chief Counsel for the Senate Health, Education, Labor and Pensions Committee, Nick worked under Senator Kennedy's direction to develop the agenda for Democrats on the Committee, and to prepare, oversee, and negotiate legislation in Committee, on the Senate floor, and in conference.

During 1993 and 1994, the first two years of the Clinton Administration, the Committee was particularly active in the areas of education, health care, and job security.

In addition to his work with Foley Hoag and in the Senate, Nick has substantial experience both in law school instruction and in trial practice. He taught at Harvard Law School full time from 1976 to 1978 and part time as Edward R. Johnston Lecturer on Law from 1980 to 1989.



**Jan Malcolm**, is the Chief Executive Officer of Courage Center, a nationally-known rehabilitation and resource center for people with disabilities. Malcolm was commissioner of the Minnesota Department of Health 1999—2003. Highlights included establishing new strategic directions for the agency, passage of major budget initiatives in tobacco prevention and elimination of health disparities and implementation of cutting-edge strategies in those areas, and strengthening relationships between MDH and local public health agencies.

Ms. Malcom chaired the cabinet level Health Policy Council and the Governor's Joint Task Force on Health Care Costs and Quality. She served on the Executive Committee of the National Association of State and Territorial Health Officers, was active in the National Academy of State Health Policy, and was a member of the Institute of Medicine's committee on enhancing the federal government's role in health care quality improvement.

Previously, she was vice president for public affairs at Allina Health System and a senior vice president of government programs and public policy at HealthPartners. She serves on the boards of the Minnesota Partnership for Action Against Tobacco, the Minnesota Women's Foundation, the Ann Bancroft Foundation, and the Elderberry Institute

Ms. Malcom received her BA (magna cum laude), in philosophy and psychology, from Dartmouth College.



**Liz McCloskey** is a Ph.D. candidate in Theology and Religious Studies at the Catholic University of America. She served as legislative assistant to Senator John C. Danforth (R-MO) from 1989-1992, covering health, education and welfare and working extensively on the Patient Self-Determination Act, which became law in 1992.

From 1992-1994, Liz worked as a research associate at the National Advisory Board on Ethics and Reproduction. When Senator Danforth retired from the Senate, Liz joined him in St. Louis to launch a non-profit

organization called InterACT (Interfaith Action for Children Today). More recently, she was on the faculty of Trinity School at Meadowview in Falls Church, VA as a religion teacher.

Liz has published articles in *Law, Medicine, and Health Care*, the *Kennedy Institute of Ethics Journal*, the *Cambridge Quarterly of Healthcare Ethics*, the *Journal of Clinical Ethics*, the *Hastings Center Report*, the *Merton Seasonal*, *Commonweal* and the *Washington Post*. Liz is a graduate of the College of William and Mary and Yale Divinity School.

**John E. McDonough, Ph.D.**, is executive director of Health Care For All, a Massachusetts consumer health advocacy organization. While completing this project, he was an associate professor at the Heller School at Brandeis University. Prior to that, he served as a member of the Massachusetts House of Representatives between 1985 and 1997. He holds a doctorate in public health from the University of Michigan and a master in public administration from Harvard University.



**David J. McIntyre, Jr.** is President and CEO of TriWest Healthcare Alliance. Mr. McIntyre was the chief architect of the strategic vision behind TriWest Healthcare Alliance and has led the company since its inception. Its primary line of business is serving the health care needs of 2.9 million members of our nation's military family through a Department of Defense Health Services and Support contract covering the 21-state TRICARE

West Region.

Mr. McIntyre has more than 20 years of experience, success and accomplishments in national health care policy development, business development and leadership. He served for nearly nine years in the offices of the U.S. Senate, where he was responsible for health policy issues for Senator Slade Gorton (R-WA), Senator John McCain (R-AZ), the Senate Indian Affairs Committee and contributed to the work of the Senate Armed Services Committee. As a Vice President of Blue Cross and Blue Shield of Arizona, Arizona's largest health care organization, Mr. McIntyre assisted with the management of the corporation's strategic planning process and had direct responsibility for legislative matters, media relations and managed several strategic projects including the development of TriWest and its initial contract proposal in the mid-1990s.



**John Motley** is the Senior Vice President, Government & Public Affairs for the Food Marketing Institute. He joined FMI in 1998 and is a 30+ year veteran of the government relations arena in Washington, D.C. He has represented both small and large retailers before Congress and the executive branch. During his career, he has been named to Washingtonian Magazine's 25 most powerful lobbyists, to Roll Call's "Fabulous Fifty" politicians, to The Hill's list of "The Rainmakers" in 2001 and 2002 and Influence's list of top association lobbyists. Motley is responsible for the development and implementation of strategies relating to federal legislation and public policy issues of interest to FMI and its membership. He oversees FMI's government relations (both state and federal), consumer affairs, membership involvement and political affairs. Motley came to FMI from the National Retail Federation where he was also senior vice president for government and public affairs. Prior to that, he spent 24 years with the National Federation of Independent Business (NFIB), the nation's largest small business lobby. Motley holds B.A. and M.A. degrees from Providence College. He has completed additional post-graduate studies as both Georgetown University and Johns Hopkins University.



**David Nexon** is Senior Executive Vice President of the Advanced Medical Technology Association ("AdvaMed"), where he is responsible for domestic policy. Prior to joining AdvaMed, Mr. Nexon served for more than twenty years as the Democratic Health Policy Staff Director for the Senate's Health, Education, Labor and Pensions Committee and as the Senior Health Policy Advisor to Senator Edward M. Kennedy. In these capacities, he has been involved with most of the major health policy issues of the last two decades. Prior to joining Senator Kennedy's staff, Mr. Nexon was Senior Budget Examiner in the Health Branch of the Office of Management and Budget, where he was responsible for the Health Care Financing Administration (now the Center for Medicare and Medicaid Services). Mr. Nexon held several academic appointments prior to entering government service. He received his BA from Harvard College and his Ph.D. from the University of Chicago.



**Len Nichols**, a highly respected healthcare economist, directs the Health Policy Program at the New America Foundation, which aims to expand health insurance coverage to all Americans while reining in costs and improving the efficiency of the overall health care system. Before joining New America, Dr. Nichols was the Vice President of the Center for Studying Health System Change, a Principal Research Associate at the Urban Institute, and the Senior Advisor for Health Policy at the Office of Management and Budget during the Clinton reform efforts of 1993-94. He has testified frequently before Congress and state legislators and has published widely in a variety of health related journals.

Previously, Dr. Nichols was Chair of the Economics Department at Wellesley College, where he taught for 10 years. He also served as a member of the Competitive Pricing Advisory Commission (CPAC) and the 2001 Technical Review Panel for the Medicare Trustees Reports. He was on the advisory panel to the Robert Wood Johnson Foundation's Covering America project and has been a consultant to the World Bank, the InterAmerican Development Bank, and the Pan American Health Organization. Dr. Nichols received his Ph.D. in Economics from the University of Illinois.



**Lois Quam**, is with Piper Jaffray as the Managing Director, Alternative Investments. In this newly created leadership position, Quam is responsible for managing Piper Jaffray equity investment offerings in health care and alternative energy/clean technology.

Quam joins Piper Jaffray from UnitedHealth Group, where she helped build the company into one of the fastest growing health-care organizations in United States, and led the formation and growth of United's public and seniors businesses, which now earn over \$30 billion in annual revenue.

Quam has excelled at creating innovative partnerships with both the public and non-profit sectors and has received bipartisan acclaim for her work in improving services for chronically ill Medicare beneficiaries. Quam served as chair of the Minnesota Health Care Access Commission from 1989 to 1991. The Commission's report resulted in passage of legislation extending health insurance coverage to tens of thousands of uninsured Minnesotans. In 1993, Quam was a senior advisor to the White House Task Force on National Health Care Reform. Today, she continues to play a leadership role in national health care discussions. Most recently, Quam provided expert

testimony to the U.S. Senate Budget Committee in February 2005, regarding strategies to improve healthcare for Medicare beneficiaries.



**John Rother** is the Group Executive Officer of Policy and Strategy for AARP. He is responsible for the federal and state public policies of the Association, for international initiatives, and for formulating AARP's overall strategic direction. He is an authority on Medicare, managed care, long-term care, Social Security, pensions and the challenges facing the boomer generation.

Prior to coming to AARP in 1984, Mr. Rother served eight years with the U.S. Senate as Special Counsel for Labor and Health to former Senator Jacob Javits (R-NY), then as Staff Director and Chief Counsel for the Special Committee on Aging under its Chairman, Senator John Heinz (R-PA).

He serves on several Boards and Commissions, including Generations United, the National Health Care Quality Forum, the American Board of Internal Medicine Foundation, National Academy on Aging, and Civic Ventures.

He is a frequently quoted in the news, and regularly presents at conferences and congressional briefings. Throughout 1996, Mr. Rother was on special sabbatical assignment to study the consumer implications of the managed care revolution and the economic challenges facing the boomer generation.



**Tom Scully** is Senior Counsel in Alston & Bird's Washington, D.C. office with his practice focusing on health care regulatory and legislative matters, as well as on advising clients on health policy and strategies for healthcare delivery.

Prior to joining the firm, Mr. Scully was appointed by President George W. Bush and confirmed by the U.S. Senate as the Administrator of the Centers for Medicare & Medicaid Services (CMS), where he served from 2001 to 2003. Formerly known as the Health Care Financing Administration, CMS is responsible for the management of Medicare, Medicaid, SCHIP, and other national healthcare initiatives.

CMS controls more spending than any other federal agency—over \$600 Billion for fiscal year 2004.

At CMS Mr. Scully was noted for his instrumental role in passing Medicare reform and Medicare Rx legislation, as well as for changing the agency's culture and making the vast agency more open and accountable to the public. Mr. Scully initiated the first public reporting and disclosure for comparative quality among hospitals, nursing homes, home health agencies and dialysis centers. Tom also initiated a broad public education campaign to improve seniors' awareness and utilization of their Medicare benefits.

**Nora Super** joined the Center for Health Services Research and Policy in September 2005. She is an expert on Medicare and Medicaid payment policies and has written extensively on a broad range of topics covering these two national programs. Most recently, she has focused her research on palliative care, which aims to relieve suffering and improve quality of life for patients with advanced illness. Prior to coming to CHSRP, Nora was a Principal Research Associate at the National Health Policy Forum at GWU for more than seven years, where she directed research staff and moderated policy discussions in the areas of Medicare and private markets. She also conducted a series of site visits for federal policymakers, which provide a firsthand look at the problems and successes of important health care programs and markets around the country.

From 1996-1998, Nora served as Manager, Public Policy, for the Washington Business Group on Health (WBGH), where she wrote about and analyzed a range of issues including retiree health insurance, Medicare reform, consumer education, medical records confidentiality, ERISA, and managed care regulation. From 1989 to 1995, Nora worked for the Employee Benefit Research Institute (EBRI) in public policy and management positions, where she analyzed health and retirement issues. She has also worked at the federal, state, and local levels of government. Nora attended Tulane University and the University of New Orleans, where she received a B.A. in Political Science. She is currently pursuing a master's in public administration from George Washington University, with a concentration in health policy.



**Dr. Mary Wakefield** is associate dean for Rural Health at the School of Medicine and Health Sciences, University of North Dakota; director and professor (tenured) of the Center for Rural Health at the School of Medicine

and Health Sciences, University of North Dakota, in Grand Forks, ND. She has served as Center Director since November 2001.

From January 1996 - December 2001, Dr. Wakefield served as professor and director of the Center for Health Policy, Research, and Ethics at George Mason University, Fairfax, VA.

From January 1993 - January 1996, Dr. Wakefield was the chief of staff for United States Senator Kent Conrad (D-ND). From 1987 until 1992, Dr. Wakefield served as legislative assistant and Chief of Staff to Senator Quentin Burdick (D-ND). Throughout her tenure on Capitol Hill, Dr. Wakefield advised on a range of public health policy issues, drafted legislative proposals, worked with interest groups and other Senate offices.

Dr. Wakefield serves on many health-related advisory boards on the local, state and national levels and also is a current member, Health Services Board, Institute of Medicine. She also is a commissioner on the Medicare Payment Advisory Commission, which is responsible for advising the U.S. Congress on the Medicare program, serves on the Catholic Health Initiatives Board of Stewardship Trustees. Locally she is a member of the Board of Directors at the North Dakota Health Care Review in Bismarck, ND; and serves on the Blue Cross Blue Shield of North Dakota Board of Directors.

**Marina L. Weiss** is Senior Vice President for Public Policy and Government Affairs of the March of Dimes. In addition, Weiss is a board member of the National Health Quality Forum; a member of Independent Sector's Public Affairs Committee; a member of the Finance Committee of the National Academy of Social Insurance; a policy adviser to the "Covering Kids and Families Project" of the Robert Wood Johnson Foundation; a member of the Tax Coalition Board of Directors; a member of the Roosevelt Institution's National Advisory Board; and has served on various technical advisory committees for the U. S. Department of Health and Human Services, the Institute of Medicine, the National Academy of Sciences and the National Academy for State Health Policy.

Weiss joined the March of Dimes in January 1997 after more than 15 years of legislative work in the U.S. Senate and 3 years as Deputy Assistant Secretary for Economic Policy and principal health policy adviser to Secretaries Lloyd Bentsen and Robert Rubin at the U.S. Treasury Department. Immediately prior to joining the Foundation, Weiss was Director of Public Policy and Government Relations at Powers, Pyles, Sutter and Verville, a Washington law firm specializing in healthcare issues.

From 1986 through 1993, Weiss was chief counsel for Health, Income Security and Budget of the Senate Committee on Finance, with responsibility for directing staff legislative work relating to

budget issues and all programs under the Social Security Act, including: Old-Age Survivors and Disability (OASDI) Insurance, Railroad Retirement, Medicare, Medicaid, Supplemental Security Income (SSI), Unemployment Compensation, Aid to Families with Dependent Children (AFDC), Child Support Enforcement, Child Care, Title XX Social Services Block Grant, Child Protection, Foster Care and Adoption Assistance, and the Maternal and Child Health Block Grant. From 1979 to 1986, Weiss was a legislative assistant in the office of Senator Lloyd Bentsen with responsibility for budget, health, and income security issues.



**Christine Williams** is the Director for Strategic Partnerships for the Agency for Healthcare Research and Quality, a role she assumed in 2007. In this capacity she works with external stakeholders to develop strategic partnerships consistent with the Agency's role as a science partner and in its effort to translate research into practice. From 1995-2006, Chris was the Director of the Office of Communications and Knowledge Transfer at AHRQ. In that capacity she was responsible for programs to disseminate the work of the Agency, including the Knowledge Transfer Program, working with state and local policymakers, health care systems and purchasers to develop and facilitate strategies to help to inform policy and translate research into practice.

From 1982 -1994, Ms. Williams served as the senior health policy advisor to former Senate Majority Leader George J. Mitchell (D-Me.). In that capacity she was involved in the development of comprehensive health care reform legislation in 1993-4, as well as initiatives for Medicare, Medicaid, long term care, public health and outcomes research. Ms. Williams has B.S. and M.Ed. degrees from Boston University.



**Walter Zelman** is the director of the Sacramento-based USC California Policy Institute., and has the opportunity to institutionalize this process and bridge the gap between researchers and policy makers in a way that's never before been done. Launched in February of this year, the nonpartisan institute disseminates research about health, education, governance, and other issue areas from both USC and non-USC sources. Zelman's hope is that by making relevant research available in concise and accessible formats, the institute will assist Sacramento policy makers in making better-informed decisions.

From 1979 to 1989 Zelman had served as the director of California Common Cause, which had focused on campaign finance reform, redistricting. Zelman was a senior healthcare adviser to President Clinton in the early 1990s and a special deputy in the California Department of Insurance in 1991-92 working with John Garamendi.

After leaving the Clinton team, Zelman taught at the Harvard University School of Public Health, where he wrote two books on health policy between 1994 and 1998. From there, he returned to the west coast to head the California Association of Health Plans, which advocated for managed healthcare. In 2002, he moved to the Center for Governmental Studies, where he wrote a proposal for creating a think tank in Sacramento. That proposal became the basis for the USC California Policy Institute, which Zelman was recruited to direct.