



LABOR, IMMIGRATION &
EMPLOYEE BENEFITS DIVISION
U.S. CHAMBER OF COMMERCE

**Achieving Meaningful Transparency in Health Care
Better Information on Cost and Quality**

March 24, 2014
U.S. Chamber of Commerce
Washington, DC

- 1:30 p.m. – 1:35 p.m. **Welcome and Opening Remarks**
Randy Johnson, Senior Vice President
Labor, Immigration and Employee Benefits
U.S. Chamber of Commerce
- 1:35 p.m. – 2:15 p.m. **Legislative Proposals**
Tessie Abraham, U.S. Senator Toomey
Nick DiCarlo, U.S. Senator Baldwin
Jane Lucas, U.S. Senator Thune
Lynn Sha, U.S. Senator Carper
Moderated by: Katie Mahoney, U.S. Chamber of Commerce
- 2:15 p.m. – 3:00 p.m. **Private Sector Efforts & Regional Collaboratives**
Larry Becker, Xerox Corporation
Becky Lyons, Wegmans Food Markets
Steve Morgenstern, The Dow Chemical Company
Chere Parton, WellMatch
Moderated by: Ricardo Martinez, North Highland Worldwide Consulting
- 3:00 p.m. – 3:45 p.m. **Policy Allies**
Bill Kramer, Pacific Business Group on Health
Katie Mahoney, U.S. Chamber of Commerce
Scott Matthews, Castlight Health
Joel White, Council for Affordable Health Coverage
Moderated by: Mark McClellan, Brookings Institution

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Randel K. Johnson, Senior Vice President, Labor, Immigration, and Employee Benefits U.S. Chamber of Commerce

Randel K. Johnson joined the U.S. Chamber of Commerce on December 1, 1997. As senior vice president, he is primarily responsible for labor, immigration, and employee benefits issues pending before Congress and the federal agencies.

Consulting with the Chamber's member policy committees and his staff of 11, Johnson determines the Chamber's position and sets strategy on a wide variety of issues that fall within the jurisdiction of his division. These include union-driven initiatives such as card check legislation, ergonomics, and blacklisting regulations; pension funding reform and health care; civil rights and wage and hour; and comprehensive immigration reform, including visa and border policy. Johnson regularly testifies before Congress and is widely quoted in the media on employment and immigration issues as a recognized expert in these fields.

Johnson serves on the board of directors of the National Immigration Forum and the Lutheran Immigration Refugee Services agency and on the Quality Alliance Steering Committee. Previously, he was a member of the Department of Homeland Security Data Management Improvement Act Task Force on border entry and exit issues, the Chicago Council on Foreign Relations Immigration Task Force, the 21st Century Workforce Commission, and the Carnegie U.S.-Mexico Migration Study Group.

Before joining the Chamber, Johnson was the Republican labor counsel and coordinator for the U.S. House of Representatives Committee on Education and the Workforce where he supervised a staff of professionals and was responsible for employment policy and legal issues before the committee. His work centered on legislative activity under the Occupational Safety and Health Act, the National Labor Relations Act, the Congressional Accountability Act, the Family and Medical Leave Act, the Fair Labor Standards Act, the Civil Rights Act of 1991, and the Americans with Disabilities Act of 1990.

His prior experience includes six years as an attorney with the U.S. Department of Labor where he was the special assistant to the Solicitor of Labor for Regulatory Affairs and the department's liaison to the Office of Management and Budget, specializing in the areas of equal employment opportunity and occupational safety and health. He also served as a lobbyist in the labor relations, immigration, and job training areas with the National Association of Manufacturers; as an attorney with the Department of Labor's Office of Administrative Law Judges; and as a law clerk to a Baltimore city trial judge immediately following law school. Between college and law school, Johnson worked for IBM in Bethesda, Maryland.

Johnson is a graduate of Denison University and the University of Maryland School of Law and earned his Master of Laws in labor relations from the Georgetown University Law Center. He received a graduate certificate from the Harvard Kennedy School of Government for Senior Managers in Government and is a fellow of the College of Labor and Employment Lawyers.

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Tessie Abraham, Legislative Counsel U.S. Senator Pat Toomey

Tessie Abraham serves as Legislative Counsel to Senator Pat Toomey (R-PA), where she advises on health care and intellectual property. Prior to joining the Pennsylvania delegation, she served as counsel to Congressman Lee Terry (R-NE). In 2008, she co-founded the Women's Congressional Staff Association, a bipartisan staff association focused on career development and mentoring for women on the Hill, comprised of over 800 women. Originally from Canada, Tessie grew up in California and is a graduate of both the University of Waterloo and the University of San Diego School of Law.

Nick DiCarlo, Legislative Assistant U.S. Senator Tammy Baldwin

Nick DiCarlo is a Legislative Assistant for Senator Tammy Baldwin of Wisconsin. He focuses on health care, labor, welfare, and aging issues for the Senator, and serves as her advisor on the Health, Education, Labor and Pensions (HELP) Committee and the Special Committee on Aging. Mr. DiCarlo works to advance Senator Baldwin's key health care priorities: expanding access, improving the quality of care while reducing costs, strengthening care in rural communities, and championing women's health. Mr. DiCarlo feels lucky to have served on Senator Baldwin's staff for five years, beginning when she was a member of the U.S. House of Representatives. He received a B.A. from Columbia University and is currently a third year law student at Georgetown University.

Jane Lucas, Health Policy Counsel U.S. Senator John Thune

Jane Lucas is a Health Policy Counsel for Senator John Thune of South Dakota, who serves on the Finance Committee and in Senate leadership as Republican Conference Chairman. She has served on Senator Thune's staff for seven years. In her current capacity, she advises the Senator on issues related to Medicare, Medicaid, and private health insurance. Jane is currently focused on advancing health care technology, including an expansion of the use of telehealth, promoting transparency as a way to address growing health care costs, addressing the need for payment modernization, and ensuring continued access to care in rural areas. Jane received her bachelor's degree in Business Economics from South Dakota State University and her law degree from Georgetown University.

Lynn Sha, Senior Health Policy Advisor U.S. Senator Carper

Lynn Sha joined Senator Tom Carper's (Delaware) health care team in 2009 and now serves as the Senator's senior health policy advisor with primary responsibility for Medicare, Medicaid, private health insurance and social services programs. Prior to joining Senator Carper's staff, Lynn was a fellow in OMB Watch's Federal Fiscal Policy program, a non-governmental organization focused

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on improving government transparency, efficiency, and performance. Before joining OMB Watch, Lynn was an associate at the Woodrow Wilson International Center for Scholars, working on issues related to U.S. economic competitiveness, global trade, and science and technology. Lynn received her MPP from Georgetown University and her BA in history from the College of William and Mary.

Katie Mahoney, Executive Director of Health Policy U.S. Chamber of Commerce

Katie W. Mahoney rejoined the U.S. Chamber of Commerce in June 2010. Mahoney has more than 13 years of health care experience in hospital and health plan operations, as well as health policy. She is responsible for developing, advocating, and publicizing the Chamber's policy on health and works with members of Congress, the administration, and regulatory agencies to promote the organization's health policy. Mahoney also crafts regulatory responses for the Chamber and its member companies and addresses material areas as part of a comprehensive health policy.

Mahoney joined the Chamber from the law firm of Greenberg Traurig where she served as assistant director of health and FDA business. While there, she analyzed legislative and regulatory health care proposals and advised insurers, health care providers, and employers on the respective business impact.

Previously, Mahoney worked at the U.S. Chamber as director of health care policy from 2004 to 2007. She focused on access to health coverage for small businesses and the uninsured, health plan mandates, ERISA preemption and regulatory requirements, COBRA, Medicare payment systems, retiree health coverage, medical liability reform, and health care quality improvement initiatives.

Mahoney has consulted on a variety of projects for state agencies and hospitals to maximize reimbursement and improve coverage among underserved populations, using public financing strategies. Her operational experience includes negotiating, implementing, and monitoring all managed care agreements with hospitals and health systems, large medical groups, and ancillaries in Southwest Central Louisiana on behalf of the largest single health carrier in the United States. She completed a postgraduate fellowship with the then-fully integrated Ochsner Health System, working at the executive level with chief executive officers at the Ochsner Health Plan, Ochsner Clinic, and Ochsner Foundation Hospital.

Originally from Massachusetts, Mahoney graduated cum laude from Vanderbilt University with a bachelor's degree in English literature. She earned a law degree and a master's degree in health administration from Tulane University's Schools of Law and Public Health and Tropical Medicine, respectively. She lives in Rockville, Maryland, with her husband, Jason, twin sons, and a daughter.

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Lawrence M. Becker, Director of Strategic Partnerships, Alliances and Analytics Xerox Corporation

Lawrence Becker is currently Director, Strategic Partnerships, Alliances and Analytics for Xerox Corporation. Previously, he served as Director Benefits from February 2000 through June 2008. In this capacity, Becker was responsible for all health and welfare plans as well as defined benefit plans. He currently serves as Chairman, Plan Administration Committee for all of these benefit plans.

Becker joined Xerox Corporation in 1990 and has served in several capacities in the benefits, compensation, technology and operations arenas. Prior to joining Xerox he served as vice president, human resources for Baltimore Bancorp responsible for compensation, benefits, training, staffing and payroll. He has also worked for Formica Corporation, Exxon Corporation and American Can Company in a variety of benefits, compensation, operations and industrial relations roles.

Becker is a member of the Board of Governors of the Patient Centered Outcomes Research Institute (PCORI), chairs the Conflict of Interest and Audit Committee and a member of the Finance, Audit and Administration Committee, member of the Dissemination and Implementation Committee and a member of the Executive Compensation Committee. He serves as a member of the Board of Directors, chair of the Finance Committee and a member of the Executive Committee of the National Quality Forum (NQF), a member of the leadership team for the Consumer Purchaser Disclosure Project. He is currently a member of the Executive Board of ERIC (ERISA Industry Council). In addition, Mr. Becker was a member of the QASC Expansion Workgroup commissioned by the former Secretary of Health and Human Services (HHS) as well as a member of the Vision Workgroup of the Quality Alliance Steering Committee sponsored by HHS. He also serves on the National Business Group on Health (NBGH) Public Policy Committee. In his local community he is on the Board of Directors of the Greater Rochester Health Information Operation (RHIO) and chairs the Secondary Use Committee and he is a member of the Rochester, NY Health Planning Team.

Becker attended Cornell University's Industrial and Labor Relations School graduating in 1978 with a Bachelor of Science Degree. Becker resides in Pittsford, N.Y. with his wife Linda. They have two children.

Becky Lyons, Director of Health and Wellness Wegmans Food Markets

Becky Lyons, MS, SPHR, is the Director of Health and Wellness at Wegmans Food Markets, where her team is responsible for designing and implementing health care and wellness programs that support Wegmans' goal of helping their people to live healthier, better lives. Becky has been with Wegmans for 20 years, the last 13 in Employee Benefits.

In addition to her role at Wegmans, Becky represents Wegmans on the Rochester Business Alliance's Health Care Planning Team. A local Chamber of Commerce, the Rochester Business Alliance has convened a group of professionals from the region's largest employers to address issues relating to health care quality, affordability and accessibility in our community. This group's

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current priority, in a partnership with the Finger Lakes Health Systems Agency, is a multi-stakeholder collaborative focused on preventing and improving treatment for individuals with high blood pressure in the Rochester community.

Becky also serves on the Community Technology Assessment Advisory Board (CTAAB). An advisory board, CTAAB evaluates health provider requests to add new technology or make major capital expenditures, weighed against medical evidence and anticipated community need. CTAAB's recommendations are provided to our areas insurers to inform coverage decisions for these new services or facilities.

Steven R. Morgenstern, North America Health and Insurance Plans Leader The Dow Chemical Company

Steve has been involved in the health care industry for over thirty years, the last 19 of those with The Dow Chemical Company. Currently he is responsible for all health and welfare plans in North America. This includes medical, dental, life, long-term disability and other plans in the United States and Canada. This represents well in excess of \$500MM in spending annually. In this capacity, Steve is responsible for managing health and welfare plans that maintain or improve the health and lives of Dow employees, retirees and their dependents while controlling costs. Steve is active with national groups such as the National Business Group on Health, Catalyst for Payment Reform (CPR), and the Aetna Customer Cooperative as well local initiatives such as the Michigan Health Information Alliance (MiHIA).

Chere L. Parton, President WellMatch

Chere Parton is currently the President of WellMatch in the Healthagen division of Aetna. In this role she is charged with incubating and launching a new business whose goal is to radically change the way Americans shop for healthcare. Prior to this role, Chere was the National Head of Provider eSolutions for Aetna where she oversaw the strategy, development, marketing and deployment of all electronic solutions offered by Aetna to the healthcare community across the country. Prior to joining Aetna in 2004, Chere was the Corporate Project Executive for Provider eConnectivity at Independence Blue Cross in Philadelphia where she also oversaw the development of the strategy and execution of provider electronic solutions. With over 20 years of experience in healthcare, other experience includes leading provider marketing functions, business process reengineering and contracting negotiation oversight of over \$50 million annually.

Born and raised in Philadelphia, Chere holds a Bachelor's degree from Elizabethtown College and has attended Wharton's Aresty Institute of Executive Education on Executive Leadership and Strategy Development. She is accredited as a Fellow by the Academy for Health Care Management. In 2011, Chere was honored with a Healthcare 11 award recognizing 11 of the nation's top executives and thought leaders in the healthcare IT industry by eMids Technologies and Healthcare Payer News.

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Ricardo Martinez, Chief Medical Officer North Highland Worldwide Consulting

Ricardo Martinez, MD, FACEP is the Chief Medical Officer of North Highland Worldwide Consulting, a global consulting company. A recognized healthcare innovator, he provides thought leadership, strategic advisory, program design, and front line implementation activities across North Highland's four main healthcare transformations – digital, clinical, financial and organizational. He has served in senior roles in academics, government and business including faculty at both Emory and Stanford University Schools of Medicine; President of Division East and EVP of Medical Affairs for the Schumacher Group, an emergency medicine practice management company, serving over 170 hospitals in 22 states with over 3000 providers and 3 million patients; and as the federal Administrator of the National Highway Traffic Safety Administration (NHTSA), 1994-1999, in Washington, DC. He also developed and served as the Executive Director of the Medical Leadership Academy, emphasizing patient-centered teamwork, data-driven quality care, systems thinking, continuous learning and dynamic leadership.

Dr. Martinez leads the physician engagement efforts of North Highland, with a special focus on the digital transformation of clinical information and clinical practice, building data-driven patient-centered teams, and deploying enabling technologies that improve care and patient safety, cut cost and eliminate waste. He works “on the ground” with physicians, establishing strong physician governance, a shared vision of clinical care, role models and physician champions, actionable feedback, effective communications and meaningful training. He works directly with physicians across specialties, markets and organizations to ensure that North Highland clients receive valuable physician feedback needed for true physician engagement. As a result, change initiatives are more successful, sustainable and cost-effective.

Board-certified and residency-trained in emergency medicine at LSU-Charity Hospital at New Orleans, Dr. Martinez currently is Assistant Professor of Emergency Medicine at Emory University School of Medicine and practices clinically at Grady Memorial Hospital in Atlanta, Georgia, a Level I trauma center. He was previously associate professor of Surgery/Emergency Medicine, and associate director of Trauma Services at Stanford University Medical Center. He has served on the Board of Directors of the Public Health Foundation (Chair 2004-2006). His thought leadership includes the development of the Inclusive Trauma System, EMS Agenda for the Future, and the emerging Integrated Networks of Emergency Care that use technology and telemedicine to redesign existing care systems. He has been honored with national awards by the American Medical Association, the American College of Emergency Physicians, the American Trauma Society, and the National Association of EMS Physicians and was elected to the Institute of Medicine in 2004. He first described and published the “Martinez Phenomenon” in the *New England Journal of Medicine* in 1991. Since 1988, Dr. Martinez has been the senior medical advisor to the National Football League for Super Bowl. He resides in Atlanta, Georgia with his wife, Robin, and two children.

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Bill Kramer, Executive Director for National Health Policy Pacific Business Group on Health

Bill Kramer is Executive Director for National Health Policy at the Pacific Business Group on Health. Bill also serves as Project Director for the Consumer-Purchaser Alliance, a collaborative led by PBGH and the National Partnership for Women & Families to improve the quality and affordability of health care. Bill serves on the Board of the National Quality Forum, the NQF's Measure Applications Partnership Coordinating Committee, the National Priorities Partnership, and the AQA Alliance Steering Group. Immediately prior to taking his position at PBGH, Bill led his own consulting practice focusing on health reform, finance and business strategy for public and private sector clients. Prior to developing his consulting practice, Bill was a senior executive with Kaiser Permanente for over 20 years--most recently as Chief Financial Officer for Kaiser Permanente's Northwest Region. Bill also served as general manager for Kaiser Permanente's operations in Connecticut; earlier in his career, he managed marketing, human resources, and medical economics functions. Bill has an MBA from the Stanford Graduate School of Business and a BA from Harvard.

Scott M. Matthews, Vice President of Product Marketing Castlight Health

Scott M. Matthews leads Castlight Health's Product Marketing organization, including Castlight's employee communications practice, which focuses on empowering employees to become engaged consumers of health care.

Leading the communications programs for Castlight Health's largest customers, Scott has conducted extensive research into the drivers of employee engagement including in-home ethnographic behavioral interviewing, linear regression analysis, demographic segmentation, and novel incentive techniques.

Scott is board member of the National Business Group on Health's National Leadership Committee on Consumerism and Engagement (NLCCE) and is the author of the whitepaper "Six Drivers of Employee Engagement."

Prior to Castlight Health, Scott held positions at Phreesia, McKinsey & Company, Accenture, and IBM. Scott holds an MBA with honors from the Wharton School at the University of Pennsylvania and a BS in Computer Sciences with honors, Phi Beta Kappa, from the University of Texas at Austin.

Joel White, Executive Director Council for Affordable Health Coverage

Joel White directs the Council for Affordable Health Coverage, a broad-based alliance with a singular focus: bringing down the cost of health care for all Americans. CAHC's membership reflects a broad range of interests—organizations representing small and large employers,

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manufacturers, retailers, insurers, brokers and agents, physician and patient organizations and individual consumers.

Joel leads CAHC's 20 organization consumer-industry coalition that aligns the "customer" side of the health care ledger – consumers, employers and insurers – to advocate for policies that promote price and quality transparency, and better comparison shopping tools for consumers. Joel spent twelve years on Capitol Hill as professional staff, where he helped enact nine laws, including the 2002 Trade Act, which created health care tax credits, the 2003 law that established the Medicare prescription drug benefit and Health Savings Accounts, the 2005 Deficit Reduction Act and the 2006 Tax Reform and Health Care Act, which reformed Medicare payment policies.

Joel spent six years as staff on the Committee on Ways and Means, first as Professional Staff and then as Staff Director of the Health Subcommittee.

He is the co-author of the book, *Facts and Figures on Government Finance*, which brings together data on public finance at all levels of government, with comparisons of taxing and spending levels spanning a half century. He holds a BS in Economics from the American University and is a member of the National Economists Club.

Mark B. McClellan, Director, Initiatives on Value and Innovation in Health Care Senior Fellow, Economic Studies Brookings Institution

A doctor and economist by training, McClellan has a highly distinguished record in public service and academic research. He is a former administrator of the Centers for Medicare & Medicaid Services (CMS) and former commissioner of the Food and Drug Administration (FDA). He also served as a member of the President's Council of Economic Advisers and senior director for health care policy at the White House. McClellan has developed and implemented major reforms in health policy, including:

- Major reforms in Medicare coverage, including Medicare prescription drug benefit, as well as innovative approaches to health care coverage in Medicaid, including models that states have used to update and expand coverage and "Money Follows the Person" initiatives in long-term services and supports;
- Innovative approaches to health care financing, including accountable care organizations and related reforms to move from paying for more medical services and complications to paying for personalized, prevention-oriented care;
- Steps to support faster and more efficient biomedical innovation, including the FDA's Critical Path initiative, regulatory reforms to modernize pharmaceutical manufacturing, and reforms to speed the approval of low-cost generic medicines; and
- Initiatives to develop better information on the quality and cost of care, and steps to help consumers and providers use this information to improve care.

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McClellan has continued to work on these and related issues to support better health care and biomedical innovation. He is the Chairman of the Reagan-Udall Foundation for the FDA, Chairman of the Roundtable on Value and Science-Driven Health Care of the Institute of Medicine, and Co-Chair of the Quality Alliance Steering Committee. He also chairs the National Quality Forum's initiative to implement better measures of quality and cost of care for clinicians. McClellan is also a member of the Institute of Medicine of the National Academy of Sciences and is a research associate at the National Bureau of Economic Research. Previously, McClellan served in the Clinton administration as deputy assistant secretary of the Treasury for economic policy, where he supervised economic analysis and policy development on a range of domestic policy issues.

McClellan also served as an associate professor of economics and associate professor of medicine with tenure at Stanford University, where he directed Stanford's Program on Health Outcomes Research; was associate editor of the *Journal of Health Economics*; and co-principal investigator of the Health and Retirement Study (HRS), a longitudinal study of the health and economic status of older Americans. He has twice received the Kenneth J. Arrow Award for Outstanding Research in Health Economics.

McClellan holds an MD from the Harvard University–Massachusetts Institute of Technology (MIT) Division of Health Sciences and Technology, a PhD in economics from MIT, an MPA from Harvard University, and a BA from the University of Texas at Austin. He completed his residency training in internal medicine at Boston's Brigham and Women's Hospital, is board-certified in Internal Medicine, and has been a practicing internist during his career.

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