

## Insurance Exchange Development: Innovation in the States

Wednesday, July 27, 2011

9:00am – 12:00pm

### Bipartisan Policy Center Leadership



#### **Senator Tom Daschle**

*Founder, Bipartisan Policy Center*

*Co-Leader, Bipartisan Policy Center Health Project*

Born in Aberdeen, South Dakota, Tom Daschle graduated from South Dakota State University in 1969. Upon graduation, he entered the United States Air Force where he served as an intelligence officer in the Strategic Air Command until mid-1972.

Following completion of his military service, Senator Daschle served on the staff of Senator James Abourezk. In 1978, he was elected to the U.S. House of Representatives where he served for eight years. In 1986, he was elected to the U.S. Senate and eight years later became its Democratic Leader. Senator Daschle is one of the longest serving Senate Democratic Leaders in history and the only one to serve twice as both Majority and Minority Leader.

During his tenure, Senator Daschle navigated the Senate through some of its most historic economic and national security challenges. In 2003, he chronicled some of these experiences in his book, *Like No Other Time: The 107th Congress and the Two Years That Changed America Forever*.

Today, Senator Daschle is a Senior Policy Advisor to the law firm of DLA Piper where he provides clients with strategic advice on public policy issues such as climate change, energy, health care, trade, financial services and telecommunications. Since leaving the Senate, he has distinguished his expertise in health care through the publication of *Critical: What We Can Do About the Health-Care Crisis* and the recently published, *Getting It Done: How Obama and Congress Finally Broke the Stalemate to Make Way for Health Care Reform*. Daschle has continued to lead on climate change and renewable energy, as well as a variety of other public policy challenges.

In 2007, he joined with former Senate Majority Leaders George Mitchell, Bob Dole, and Howard Baker to create the Bipartisan Policy Center, an organization dedicated to finding common ground on some of the pressing public policy challenges of our time. Senator Daschle serves on the board of the Center for American Progress, acts as the Vice Chair of the National Democratic Institute, and is a member of the Council of Foreign Relations.

He also is a member of the Health Policy and Management Executive Council at the Harvard School of Public Health in addition to the Global Policy Advisory Council for the Health Worker Migration Initiative. He is a member of the Lyndon Baines Johnson Foundation Board of Trustees, the GE Healthymagination Advisory Board; the National Integrated Foodsystem Advisory Board; and the Committee on Collaborative Initiatives at the Massachusetts Institute of Technology.

In addition, Senator Daschle's board memberships include the Blum Foundation; the Energy Future Coalition, the Committee to Modernize Voter Registration; the US Global Leadership Coalition Advisory Council and the Advisory Committee on the Trust for the National Mall.



**Senator Robert F. Bennett**

*Senior Fellow, Bipartisan Policy Center  
Former U.S. Senator from Utah*

Robert F. Bennett currently resides in Washington, DC where he served as a United States Senator for eighteen years. A Washington figure for decades, his advice is sought and relied upon by U.S. Presidents, Cabinet officials, and members of congress.

He is highly regarded as a pragmatic problem-solver and has established himself as a powerful consensus builder among colleagues, constituents, and clients. His contributions have been both creative and based in common sense. One of his colleagues praised him as being "the smartest man in the Senate."

Sen. Bennett served as the senior member of both the Senate Banking Committee and the Joint Economic Committee. As such, he has been an active participant in forming national economic policy over the course of several years.

As a member of the Senate Appropriations Committee, Sen. Bennett worked to balance fiscal discipline in government with the needs of maintaining a vital national economy. He understands government spending and is intimately familiar with the process that makes it happen.

Sen. Bennett is a highly successful entrepreneur. Prior to his senate career, he served as the CEO of Franklin Quest, Inc. (NYSE) where he was a founding shareholder. One of his great passions has been the process of growing new opportunities into mature and developed business enterprises. He has been a key participant in multiple private and publicly held companies. He sees clearly the inter-dependence of private enterprise and an expanding national economy.

Throughout his career, former Senator Bennett has been praised for two innate qualities—his intellect and his integrity. Former President, Bill Clinton, described him as "a highly intelligent old-fashioned conservative" while Senate Majority Leader Harry Reid, praised him by saying "there is no more honorable member of this body than Bob Bennett."

Senator Mitch McConnell, who Sen. Bennett served as Counselor in the Republican leadership, summed it up by simply remarking Bob is a "smart, level-headed proven leader...."

Sen. Bennett is married to the former Joyce McKay and is the father of six children.



**Governor Ted Strickland**

*Member, BPC Governors' Council  
State Co-Chair, BPC Health Project*

After Ted was first reelected to Congress in 1996, he placed a plaque in his office with the following quote from Scripture:

"And what does the Lord require of you but to do justice, and to love kindness, and to walk humbly with your God?" - Micah 6:8

Throughout his service as a minister, a psychologist, a professor, a Member of Congress, and as Governor, Ted worked to exemplify those simple, powerful words.

He didn't come to public service as a lawyer or an investor, but as the son of a steelworker. Ted was born on August 4, 1941 in Lucasville, Ohio, one of nine children. He spent his childhood active in church and school life. Like many children of Southeast Ohio, as a young man he never imagined he'd be able to go

to college until a high school teacher took him on a trip to Asbury College and Theological Seminary in Kentucky. It was a visit that changed his life.

His family was able to piece together enough for tuition and, soon after graduating from Northwest High School, he found himself attending Asbury College in Kentucky, where he received a B.A. in History in 1963. Ted became the only child in his family to go on to college and has earned two masters degrees and a PhD. He received a Master of Divinity from Asbury Theological Seminary and a doctoral degree in Counseling Psychology at the University of Kentucky in 1980.

Professionally, Ted has served as an ordained Methodist minister, a psychologist, and a college professor. He was an administrator at a Methodist children's home, an assistant professor of psychology at Shawnee State University, and a consulting psychologist at the Southern Ohio Correctional Facility (SOCF).

Ted married Frances Smith in 1987 and the couple soon settled in Southern Ohio. Frances is an educational psychologist and author of a widely-used screening test for kindergarten-age children.

Elected to Congress in 1992, Ted has represented twenty Ohio counties stretching from the Cincinnati suburbs to the suburbs of Youngstown. He narrowly lost reelection in 1994, only to be successfully reelected in 1996 and to each subsequent congress before he ran successfully for governor in 2006.

During his six terms in Congress, Ted built an impressive record on behalf of the people of Ohio. He was instrumental in expanding access to health insurance for children, ensuring that America kept its promises to our veterans, and in bringing home millions in investments for roads, technology, and economic development and health initiatives. Ted helped co-author the Children's Health Insurance Program, a federal initiative that provides health insurance to millions of children nationwide. And he fought for adequately funding the Appalachian Regional Commission and Appalachian counties throughout the country.

Ted was elected Ohio's 68th governor on November 7, 2006, and was sworn into office on January 8, 2007. As governor, he charted a steady course guided by his belief that there is nothing wrong with Ohio that can't be fixed by what's right with Ohio.

Ted took office as the nation teetered on the brink of economic collapse. He worked to tackle this crisis with a plan to ensure Ohio emerged from the recession even stronger than it was before by laying a foundation for economic progress and a thriving middle class. He made strategic investments in job creation, improved Ohio's business climate, reformed education, and he made government live within its means.

Brought together by a sense of common purpose, legislators from both parties worked closely with the governor to strengthen Ohio. He passed two balanced budgets, without raising taxes. His first budget – the slowest growth budget in 42 years – passed both the majority Republican Ohio House and Senate with only one dissenting vote.

He passed legislation that gives the state the resources and authority to provide health care coverage to all Ohio children. He reduced property taxes for those on fixed incomes. He implemented the largest tax cut in Ohio history. He reduced the state workforce to its smallest size since Ronald Regan was president. And in response to rapidly increasing tuition rates at Ohio's public colleges and universities, he froze tuition for two years to help make college more affordable for the state's residents.

In July 2009, he signed a historic education reform bill that makes Ohio's funding system constitutional, and reforms the way our schools teach in order to prepare Ohio young people for the new kinds of jobs our economy is creating.

Ted was chosen by his fellow Appalachian governors to serve as the Appalachian Regional Commission's 2009 states' co-chair, and by his fellow Midwestern governors to serve as chair of the Midwest Governor's Association in 2010.

Ted led the development of a strong and growing new energy economy in Ohio. He introduced and signed legislation that mandates that 25 percent of all Ohio's electricity production come from advanced energy sources by 2025 – which will make Ohio the 3rd largest producer of renewable energy in the nation. He signed a 1.57 billion dollar state stimulus package aimed at creating tens of thousands of new jobs in growth sectors like advanced energy. And he secured funding to accelerate the construction of 250 new elementary, middle and high schools in the state, which are being built to meet nationally recognized energy-efficiency standards.

Governor Ted Strickland's entire life was spent fighting to protect Ohio families and to make sure everyone has a chance to succeed. Because of his background in the ministry and social service, Ted always believed that government is at its best when it's guided by the heart and a good dose of common sense.

Ted guided the state through an unprecedented economic storm and built a stronger foundation for Ohio. He served until January 10, 2010, having positioned Ohio for growth in the 21st century economy.



**Ray Scheppach, Ph.D.**

*Chair, BPC Health Project Insurance Market Reform*

Ray Scheppach is a Professor of Practice at the Frank Batten School of Leadership and Public Policy and Visiting Fellow for Economic Policy at the Miller Center for Public Affairs both at the University of Virginia.

Prior to the University of Virginia, Ray served as Executive Director of the National Governors Association (NGA) from January 1983 to March 2011. As Executive Director, Ray oversaw the day-to-day operations of the association and worked closely with NGA's chair and vice chair to identify priorities for the nation's governors. Through NGA, governors speak collectively on federal policy and implementation issues and also share state innovations and best practices in most policy areas from education to health care. They also share information on Management and leadership through the NGA.

From 1977 to 1983 Ray worked at the Congressional Budget Office, serving the last two years as Deputy Director.

Professional health care experience and publications include: leading a team of six state Medicaid and Governor's health policy advisors to negotiate state issues as part of President Clinton's health care initiative; member of the Jackson Hole Health Care initiative that developed a proposal and series of policy papers for managed competition; participant and speaker in the Council on Health Care Economics and Policy seminars under the direction of Stuart Altman, Ph.D.; published "The State Health Agenda: Austerity, Efficiency and Monitoring the Emerging Market" The Future U.S. Health Care System: Who Will Care for the Poor and Uninsured, edited by Stuart H. Altman, Uwe E. Reinhardt, Alexandra E. Shields, Health Administration Press; and published "The Clinton Plan: How Does it Play for Governors and State" with Carl Volpe, Journal of American Health Policy, November/December 1993 issue. Published with Alan Weil "New Roles for States in Health Reform Implementation" Health Affairs June 2010. He has testified numerous times before various congressional committees on Medicaid over the last several years.

He has written numerous other professional articles on various public policy issues and has authored and co-authored four books on economics, including co-writing the 1984 book New Directions in Economic Policy: An Agenda for the 1980's.

Ray received his bachelor's degree in business administration from the University of Maine, and his master's and Ph.D. degrees in economics from the University of Connecticut.



**Julie Barnes**

*Director, Health Policy, Bipartisan Policy Center*

Julie Barnes is the Director of Health Policy at the Bipartisan Policy Center. With years of experience as a health care attorney, policy analyst and Capitol Hill staffer, Ms. Barnes is a frequent writer and speaker on the American health care system. Prior to her role at BPC, Ms. Barnes served as Deputy Director and later as Acting Director of the New America Foundation Health Policy Program when federal health reform efforts were underway. Ms. Barnes directed New America's outreach activities to educate industry stakeholders and policymakers about the issues in the health care reform debate and facilitated discussion among the key players to identify areas of agreement. In addition to insurance and delivery system reforms, Ms. Barnes focused on health information technology issues, state reform efforts and legal barriers to health reform.

Prior to joining New America, Ms. Barnes was a litigator and regulatory counsel in the Health Care Practice Group of Crowell & Moring's Washington, D.C. office. In addition to litigating compensation and benefit disputes, her practice included advice and counsel to managed care organizations, self-funded employers, behavioral health organizations, disease management companies and health-related trade associations on state and federal regulatory and litigation matters. Barnes has expertise in numerous statutes related to health care and employee benefits, including ERISA, HIPAA portability and privacy, Medicare, Medicaid, and the Federal Employees Health Benefits Program.

Ms. Barnes is the author of several policy papers, the editor-in-chief of a legal textbook published by the Bureau of National Affairs entitled *Managed Care Litigation*, and is a frequent speaker for the American Health Lawyers Association and the Governance Institute. Ms. Barnes received her law degree from American University's Washington College of Law and undergraduate degree from the University of Iowa. She is a member of the Maryland and District of Columbia Bars.

## **Speaker Bios**

### **Cindy Mann, JD**

*Deputy Administrator of the Centers for Medicare & Medicaid Services (CMS) and Director of the Center for Medicaid, CHIP and Survey and Certification within CMS*

As director, Ms. Mann is responsible for the development and implementation of national policies governing Medicaid, the Children's Health Insurance Program (CHIP), the Medicaid Integrity Program, survey and certification activities, and the Clinical Laboratories Improvement Amendments (CLIA). The center also serves as the focal point for all CMS interactions with states and local governments. Prior to her CMS appointment in 2009, Ms. Mann served as a research professor at the Georgetown University Health Policy Institute and was the executive director of the Center for Children and Families at the institute. Her work at Georgetown focused on health coverage, financing, and access issues affecting low-income populations and states. Ms. Mann also directed the Center on Budget and Policy Priorities' federal and state health policy work. She has extensive state-level experience, having worked on health care, welfare, and public finance issues in Massachusetts, Rhode Island, and New York. Ms. Mann holds a law degree from the New York University School of Law.

### **Steve Larsen, JD**

*Deputy Administrator and Director of the Center for Consumer Information and Insurance Oversight (CCIIO), Centers for Medicare & Medicaid Services, U.S. Department of Health and Human Services*

Larsen served as the Director of the Division of Insurance Oversight in OCIIO for nine months prior to becoming the Deputy Administrator and Director of the new CCIIO. Prior to joining CCIIO, Larsen served in a number of capacities at Amerigroup Corporation, a public managed care company serving the Medicaid and Medicare populations. His roles included CEO of Amerigroup Maryland, Executive Vice President of Health Plan Operations, and Senior Vice President for External Affairs and Business Development. Larsen also served six years as Maryland Insurance Commissioner, Chief Legislative Officer for Governor Parris Glendening, and Chairman of the Maryland Public Service Commission for Governor Martin O'Malley, and was a partner at the law firm Saul Ewing, LLP.

### **Paul H. Keckley, PhD**

*Executive Director, Deloitte Center for Health Solutions*

Paul H. Keckley, Ph.D., is Executive Director for the Deloitte Center for Health Solutions (DCHS), the health care research arm of Deloitte LLP. He brings a distinguished 30 year career in health services research in the private sector and academic medicine. He is a health economist and policy expert, and a regular contributor to CNN and Fox News health reform coverage. Paul is considered one of the country's leading experts on U.S. health reform.

DCHS' studies focus on trends and issues in developed and developing systems of care around three major themes: reform of health systems, disruptive innovations that change the structure and performance of systems, and the role of consumers. Recent topics include personalized therapeutics, retail medicine, the medical home, medical tourism, episode-based payments and a survey of 14,000 consumers in Germany, Canada, U.S., Switzerland, France, and the United Kingdom, to assess opinions and unmet needs. DCHS' findings are featured regularly in The Wall Street Journal, The New York Times, Bloomberg, CNN and Fox News, as well as trade and professional periodicals.

Prior to joining Deloitte, Paul served in leadership roles at Vanderbilt Medical Center including international joint ventures, the Vanderbilt Center for Integrative Health, the health care MBA program launch, and as Executive Director of the Vanderbilt Center for Evidence-based Medicine (VCEBM). He has published several articles in peer reviewed journals and continues to serve in the Vanderbilt University School of Medicine as a Visiting Professor and the Owen Graduate School of Business at Vanderbilt as an Adjunct Professor.

Before joining Vanderbilt, Paul served as Chairman of the Board of Interdent, a California dental practice management company; Chief Executive Officer of EBM Solutions, a joint venture created by Vanderbilt, Duke, Emory and Washington University-St. Louis; Chief Executive Officer of Aveta (formerly the IPA Management subsidiary of PhyCor Inc.), and Principal of The Keckley Group, a strategic planning consulting practice that served 1,200 U.S. provider organizations and health plans.

Paul is a member of the Health Executive Network, Healthcare Strategy Institute, Healthcare Leadership Council, Owen Graduate School of Management at Vanderbilt University Advisory Board, Lipscomb University College of Pharmacy Advisory Board, and the Personalized Medicine Coalition. He has authored three books and more than 200 articles, and publishes the Monday Health Reform Memo. He has keynoted national meetings of the American College of Health Executives, Medical Group Management Association, World Hospital Association, Medical Travel Association, Convenient Care Association, American Medical Association House of Delegates, America's Health Insurance Plans, the Personalized Medicine Coalition, eHealth Initiative, American Hospital Association, National Quality Forum and others. In 2007, he appeared with Michael Moore in a CNN series about the "facts" in Mr. Moore's controversial documentary "SiCKO".

## **Panelist Bios**

### **Kristie Arslan, MPA**

*President & CEO, National Association for the Self-Employed*

Kristie Arslan is the President & CEO of the National Association for the Self-Employed. Kristie has been with the NASE for the past 10 years, most recently as its Executive Director. With years of advocating on behalf of the self-employed nationwide and her own personal experience working for her family's small business, she provides critical insight into the issues affecting our nation's entrepreneurs.

Arslan's main goal is to provide NASE members with quality benefits, educational resources and programming to help them achieve their American dream of successful business ownership. Kristie works closely with policymakers in Congress and the Administration and strives to increase the visibility and influence of the NASE to ensure that the self-employed have a seat at the table in Washington D.C.

Currently, Arslan serves on the Board of Directors for the Coalition for Affordable Health Coverage (CAHC) and the Small Business Legislative Council (SBLC). In addition, she is the Chair and founding member of the coalition supporting Equity for Our Nation's Self-Employed. Arslan has been quoted and published in the New York Times, Washington Post, Wall Street Journal, Politico, Roll Call, The Hill and CQ Weekly, and has appeared on MSNBC, FOX, CNBC and C-SPAN. She is also an active blogger on the Huffington Post and Small Business Trends.

A graduate of Lehigh University in Pennsylvania, she also completed a Masters of Public Administration at George Mason University in Fairfax, Virginia.

### **Krista Drobac**

*Director, Health Division, National Governors Association, Center for Best Practices*

Krista Drobac was named director of the Health Division in the National Governors Association in the Center for Best Practices in 2011. As Division Director, Ms. Drobac directs state technical assistance, research, policy analysis and project development for all health issues. The division works with states to share and implement best practices on health care issues facing states including health care reform, Medicaid, health IT, and public health programs.

Krista joined NGA after serving a Senior Advisor at the Center for Medicare and Medicaid Services, both within the Center for Consumer Information and Insurance Oversight and the Center for Medicaid, CHIP and Survey & Certification. Previously, Krista was Deputy Director of the Illinois Department of Healthcare and Family Services and spent five years as a health advisor in the U.S. Senate. Krista received her

M.P.P. from the Kennedy School of Government at Harvard University, and her B.A. in political science from the University of Michigan.

**Stephen Finan, MA**

*Senior Director of Policy for the American Cancer Society Cancer Action Network*

Stephen Finan is a health economist and Senior Director of Policy for the American Cancer Society Cancer Action Network, the advocacy affiliate of the American Cancer Society. He oversees all public policy for the two organization's, including its efforts related to health care reform.

Previously, he was a senior economist in the Office of Economic Policy in the Department of the Treasury. His responsibilities included a variety of health issues, including health insurance tax credits, public and private insurance issues, health care costs, and tax policy. He was also involved with pension and social security reform issues.

Prior to joining Treasury, Stephen worked in the Departments of Health and Human Services, Labor, and Justice; the Office of Management and Budget; and in the office of Senator David Pryor. He has a bachelor's degree from the University of Pennsylvania, and masters degrees from Harvard University and Stanford University. He is married and has two sons.

**Kim Holland**

*Executive Director of State Affairs, Blue Cross Blue Shield Association*

As Executive Director of State Affairs, Holland will oversee the Association's state efforts and play a critical role providing support for the nation's 39 Blue Cross and Blue Shield companies as they work with state officials and national organizations on federal healthcare reform implementation.

Holland is the first woman elected insurance commissioner in Oklahoma. She was elected to office in 2006 after having been appointed by Governor Brad Henry in January 2005 to fill an unexpired term. Holland also held a leadership position with the NAIC serving as Secretary-Treasurer.

As a long-time advocate for affordable health insurance, Holland is also highly respected for her efforts to reduce costs and expand access to coverage. She is a former board member of the Oklahoma Health Care Authority and the Oklahoma State Employees Benefits Council.

**Cynthia B. Jones, MS**

*Director, Virginia Health Reform Initiative*

Cindi B. Jones is the Director of the Virginia Health Reform Initiative in the Office of the Secretary of Health and Human Resources. She has more than 20 years of public service experience with the Commonwealth of Virginia in various health care positions and has been appointed to positions by three Governors. Most recently, she served as the Interim Director and Chief Deputy Director of the Department of Medical Assistance Services. She also has worked for the Joint Legislative and Review Commission. The focus of her career has been on health policy and financing. One of her key achievements was the revamping of the Medicaid and FAMIS program, which led to health insurance for more than 200,000 additional eligible children.

Cindi received both her B.S. and M.S. in family and child services from Virginia Tech. She is a member of the Virginia Tech Center for Gerontology Futures Board.

**Larry Levitt, MPP**

*Senior Vice President for Special Initiatives and Senior Advisor to the President; Executive Director, Kaiser Initiative on Health Reform and Private Insurance*

Larry Levitt is Senior Vice President for Special Initiatives at the Kaiser Family Foundation and Senior Advisor to the President of the Foundation. Among other duties, he is Co-Executive Director of the Kaiser Initiative on Health Reform and Private Insurance.

He previously served as Editor-in-Chief of [kaisernetwork.org](http://kaisernetwork.org), the Foundation's online health policy news and information service, and directed Foundation's communications and online activities and its Changing Health Care Marketplace Project.

Before joining the Foundation, Mr. Levitt was a senior manager with The Lewin Group, where he advised public and private sector clients on health policy and financing issues. He previously served as a Senior Health Policy Advisor to the White House and Department of Health and Human Services, working on the development of President Clinton's Health Security Act and other health policy initiatives. He co-chaired the working group on cost containment in conjunction with the President's task force on health reform.

Prior to that, he served as the Special Assistant for Health Policy with California Insurance Commissioner John Garamendi, where he co-authored Commissioner Garamendi's "California Health Care in the 21st Century" proposal. Before joining Insurance Commissioner Garamendi, Mr. Levitt was a medical economist with Kaiser Permanente, where he worked on insurance reform and other public policy issues.

He previously managed new program development for the Massachusetts Department of Medical Security, the agency charged with implementing the universal health care plan in Massachusetts. He was responsible for the design of new health programs under the plan, and for management of the fund used to reimburse hospitals for uncompensated care. He also served as a senior analyst with the Governor's budget office in Massachusetts, where he helped develop that state's universal health care legislation.

He holds a bachelors degree in economics from the University of California at Berkeley, and a masters degree in public policy from Harvard University's Kennedy School of Government.

### **Patricia M. Lynch, JD**

*Vice President, Government Relations, Kaiser Permanente*

Patricia M. Lynch is the Vice President in the Government Relations Department of the Kaiser Permanente Medical Care Program on public policy development and Kaiser Permanente's positioning on matters of public policy. Patricia represents Kaiser Permanente at the National Governors' Association and in other national organizations and trade associations dealing with state health legislative and policy issues. A graduate of Barnard College and Fordham Law School, Patricia practiced as a public finance attorney for seven and one-half years at Orrick, Herrington & Sutcliffe in San Francisco and at Hawkins, Delafield & Wood in New York City. Patricia also served as the Executive Director of the standing Committee on Child Care of the New York State Assembly, the Legislative Director of the New York State Division for Youth, and Legislative Assistant to the New York State Council on Children and Families. Patricia serves on the Board of Junior Achievement of Northern California.

### **Christina Nyquist**

*Vice President, Head of Public Policy, Aetna*

Christina Nyquist is Vice President, Head of Public Policy with the Aetna Government Affairs department in the Washington, DC office. Christina has led Aetna's public policy efforts to influence the Patient Protection and Affordable Care Act (PPACA) as it was developed and moved through the House and Senate legislative process. Since PPACA's passage, she has worked on the development of critical implementation issues – such as the National Association of Insurance Commissioners' development of a minimum loss ratio methodology and numerous regulations promulgated by the Department of Health and Human Services.

Through her public policy work, Christina frequently partners with organizations that represent other stakeholders, such as the agent and broker community (e.g., the National Association of Health

Underwriters), small employers (e.g., National Federation of Independent Business) and large employers (e.g., U.S. Chamber of Commerce, Business Roundtable).

Previously, Christina worked for the BlueCross BlueShield Association (BCBSA) where she spent 18 years influencing public policy in Washington. Christina was responsible for building consensus among the 39 independent Blue Plans and formulating the universal coverage, insurance reform, comparative effectiveness and exchange policies advocated by the Blues.

She has been active in numerous legislative debates over the years, including pivotal roles in the development of the Trade Adjustment Health Coverage Tax Credit, the passage of the Health Insurance Portability Act (HIPAA), the development of HIPAA privacy regulations, and the original Clinton health care initiative. Prior to the Blues, Christina worked with National Economic Research Associates (NERA) providing economic analysis supporting DOJ antitrust filings. She graduated with honors with a B.A. in Economics from Loyola College.

**Jonathan Seib, JD, MPA**

*Health Policy Advisor, Governor Chris Gregoire's Executive Policy Office, Washington*

Jonathan Seib joined Washington Governor Chris Gregoire's Executive Policy Office as Health Policy Advisor in January 2007, after serving on the Committee Services staff of the Washington State Senate for 18 years. Between 1988 and 1996, he was counsel to the Commerce and Labor Committee, with responsibility in the areas of labor relations and employment standards. In 1996, he moved to the Health and Long-Term Care Committee, where he served as counsel and staff coordinator, with personal responsibility for issues related to health care financing, including insurance regulation and public program design. In April, 2010, Governor Gregoire asked him to coordinate Washington's implementation of the federal Patient Protection and Affordable Care Act. Jonathan received his undergraduate degree in government from Georgetown University, and a law degree and master's degree in public administration from the University of Washington.

**Josh Sharfstein, MD**

*Secretary of Health, Maryland*

Josh Sharfstein has been Secretary of the Department of Health and Mental Hygiene since January 12, 2011.

Dr. Sharfstein graduated from Harvard College and Harvard Medical School. After completing a pediatrics residency and fellowship, he moved to Washington D.C., where he served on the committee staff of Cong. Henry Waxman. Then-Mayor Martin O'Malley appointed Sharfstein health commissioner of Baltimore in December 2005. He served in this position until President Obama appointed him Principal Deputy Commissioner of the U.S. Food and Drug Administration in March 2009.

Among his many experiences, Dr. Sharfstein was the lead author of a petition to the FDA on the safety of over-the-counter cough and cold preparations, leading to their withdrawal from the market for children under age 4. He's also worked on HIV/AIDS, tobacco control, and emergency preparedness. One of nation's most dynamic leaders, Josh Sharfstein brings a practical policy perspective on a range of health care issues.

Minority Staff and Health Policy Advisory to Government Reform Committee, U.S. House of Representatives, 2001-05. Commissioner of Health, Baltimore City, 2005-09. Principal Deputy Commissioner, U.S. Food and Drug Administration, 2009-11.

Chair, Maryland Health Benefit Exchange. Co-Chair, Maryland Health Care Quality and Cost Council. Co-Chair, Health Care Reform Coordinating Council, State of Maryland.

Harvard University, A.B., summa cum laude, 1991. Volunteer, Project HOPE & Clinica de Pavas, Guatemala and Costa Rica, 1991-92. Harvard Medical School, M.D., 1996. Primary Care Pediatric Resident

and Pediatrician, Latino Clinic, Boston Medical Center, 1996-2001. Co-founder and Co-director, Docs4Kids Project, 1997-99. Researcher and writer, World Health Organization, 2000. Fellow, American Academy of Pediatrics, 2001-. Fast track physician, Emergency Department, Children's National Medical Center, 2002-05. Adjuvant staff, Mount Washington Pediatric Hospital, 2002-05. Member, Board on Population Health and Public Health Practice, Institute of Medicine, 2007-09. Public Official of the Year, Governing Magazine, 2008.

**Linda Sheppard, JD**

*Director of Accident and Health Division and PPACA Manager, Kansas Insurance Department*

Linda J. Sheppard is Director of the Accident & Health Division of the Kansas Insurance Department and is also serving as Project Manager for the Department's implementation of the insurance provisions of PPACA. The Accident & Health Division is responsible for the regulation of health insurance companies doing business in the state of Kansas.

Prior to rejoining the Insurance Department in April 2008, Ms. Sheppard was Deputy Attorney General for the Consumer Protection/Antitrust Division of the Office of the Kansas Attorney General. She also previously served as Assistant General Counsel for the Kansas Insurance Department and prior to joining the Department was in private practice with the law firm of Shughart Thomson & Kilroy (now Polsinelli Shughart) in Kansas City, Missouri, specializing in employment discrimination, labor, and construction law. Ms. Sheppard received her Bachelor of Science in Business Administration and her Juris Doctorate from the University of Kansas. She is admitted to practice in the states of Missouri and Kansas. Ms. Sheppard's employment experience prior to attending law school included positions in corporate management, human resources, employee benefits, and risk management.

**JoAnn Volk**

*Research Professor, Georgetown University Health Policy Institute*

JoAnn Volk is a Research Professor at the Georgetown University Health Policy Institute. There she directs research on health insurance reform issues as they affect consumers, including implementation of exchanges and the new insurance market rules under the Affordable Care Act.

Prior to joining the Institute, JoAnn managed health care policy and advocacy for the AFL-CIO. From 2001 to 2010, she represented the Federation on a broad range of health care issues, including employer-sponsored coverage, Medicaid, CHIP, Medicare, health care quality, and health care workforce issues. Key areas of work included the Affordable Care Act, the Medicare Modernization Act and the Health Coverage Tax Credit for laid off workers.

Before her work with the AFL-CIO, JoAnn was a senior analyst with Abt Associates, doing research on state-based efforts to cover the uninsured and state high-risk pools. Her career began in New York State politics, working primarily as an aide to the Speaker of the New York State Assembly.