

Balancing Act: Implementing CER to Improve Patient Care and Sustain Medical Progress

A Stakeholder Discussion with
Key Federal Policymakers

PROGRAM

Hyatt Regency Washington on Capitol Hill
April 22, 2009



New England Healthcare Institute



CALIFORNIA HEALTHCARE
INSTITUTE



New England Healthcare Institute

The New England Healthcare Institute (NEHI) is a nonprofit, health policy institute focused on enabling innovation that will improve health care quality and lower health care costs. Working in partnership with members from across the health care system, NEHI brings an objective, collaborative and fresh voice to health policy. We combine the collective vision of our diverse membership and our independent, evidence-based research to move ideas into action.



CALIFORNIA HEALTHCARE INSTITUTE

The California Healthcare Institute (CHI) is a nonprofit public policy research organization for California's biomedical R&D industry. CHI represents more than 250 leading medical device, biotechnology, diagnostics and pharmaceutical companies and public and private academic biomedical research organizations. CHI's mission is to advance responsible public policies that foster medical innovation and promote scientific discovery.

Agenda

Working Session: 2:00 – 5:00 PM

Hyatt Regency Washington on Capitol Hill – Yorktown Room

Welcome

2:00 PM

*Wendy Everett, ScD, President, New England Healthcare Institute
David Gollaher, PhD, President & CEO, California Healthcare Institute*

Introduction from the Moderator

Cliff Goodman, PhD, Senior Vice President, The Lewin Group

Moderated Stakeholder Discussion

2:15 PM

Stakeholder Panelists

Break

Moderated Stakeholder Discussion (cont.)

3:30 PM

Stakeholder Panelists

Comments and Questions from the Audience

Closing Remarks

4:45 PM

*Wendy Everett, ScD, President, New England Healthcare Institute
David Gollaher, PhD, President & CEO, California Healthcare Institute*

Reception & Networking: 5:00 – 6:30 PM

Hyatt Regency Washington on Capitol Hill – Valley Forge Room

Co-Hosts

Wendy Everett, ScD

President, New England Healthcare Institute

Dr. Wendy Everett plays a leading role in creating NEHI's lasting partnerships with other successful national health policy organizations. As President, she works with the board to create NEHI's vision and strategy, and to communicate it to the outside world. She also provides direction and oversight for NEHI's many reports and initiatives.

Dr. Everett was appointed as the first President of the New England Healthcare Institute (NEHI) in July 2002. With over thirty years of experience in the health care field, Dr. Everett brings a unique perspective to NEHI. She has held executive positions at the University of California, San Francisco Medical Center (UCSF) and at Brigham and Women's Hospital in Boston. In the 1980s, she directed a national demonstration program for The Robert Wood Johnson Foundation and subsequently was the Program Director for the national program in health promotion and disease prevention for the Kaiser Family Foundation.

She has served as a consultant to many state and national philanthropic foundations. In the mid 1990's, she became a Director of the Institute for the Future, leading the Health and Health Care research team for six years and overseeing the creation of ten-year, national forecasts in health/health care. She is a Trustee of many health care and philanthropic boards.

Dr. Everett holds two bachelor of science degrees and master's and doctoral degrees in health policy and management from Harvard University.

David L. Gollaher, PhD

President and Chief Executive Officer, California Healthcare Institute

Dr. Gollaher was a co-founder of CHI in 1993. Previously he was a senior executive at Scripps Clinic and Research Foundation. Earlier in his career, he served on the faculties of Harvard University, University of California, San Diego, the Graduate School of Public Health at SDSU, and the Overseas School of Rome. He is an award-winning historian of science and medicine, and has written three books and numerous articles in the fields of health policy, the economics of biomedical research and development, bioethics and the history of medicine.

Dr. Gollaher completed his undergraduate studies at the University of California and earned his master's and Ph.D. degrees from Harvard University. Subsequently he was a Fellow of Harvard's Houghton Library, the National Endowment for the Humanities, and the Massachusetts Historical Society. Presently he serves on the boards of CHI, the J. David Gladstone Institutes and sits on the California Council on Science and Technology (CCST) and the Biotechnology Advisory Committee of the California Commission for Economic Development (CED). Dr. Gollaher is also a co-founder and board member of Vision Robotics Corporation, and holds six patents for vision-based autonomous robotic navigation software.

Moderator

Clifford Goodman, PhD

Senior Vice President, The Lewin Group

Clifford Goodman, PhD, is a Senior Vice President at The Lewin Group, a health care policy and human services consulting firm based in Falls Church, Virginia. He has more than 25 years of experience in health care evaluation, including in evidence-based health care, technology assessment, health economics, and studies pertaining to health care innovation, diffusion and payment. His experience includes directing studies and projects for an international range of government agencies, pharmaceutical, biotechnology and medical device companies, health care provider institutions, and professional, industry and patient advocacy groups.

For the Agency for Healthcare Research and Quality, Dr. Goodman has directed the Evidence-based Practice Centers Coordinating Center at The Lewin Group. He is a member of the Medicare Evidence Development & Coverage Advisory Committee (MEDCAC) of the Centers for Medicare and Medicaid Services and he has testified to Congress on issues pertaining to Medicare coverage of health care technology. He is a nationally recognized health policy issues moderator and expert panel facilitator.

Earlier in his career, as a National Research Council Fellow and later as director of the Council on Health Care Technology, he managed and staffed a series of health technology assessment projects at the Institute of Medicine of the National Academy of Sciences, including the landmark study, *Assessing Medical Technologies*. Subsequently, he was a visiting researcher in at the Swedish Council on Technology Assessment in Health Care, in Stockholm. Dr. Goodman is a board member of Health Technology Assessment International and is a Fellow of the American Institute for Medical and Biological Engineering. He serves on the editorial boards of the *American Journal of Managed Care* and the *International Journal of Technology Assessment in Health Care*.

He did his undergraduate work at Cornell University, received a master's degree from the Georgia Institute of Technology, and earned his doctorate from the Wharton School of the University of Pennsylvania.

Participants

Jeff Allen, PhD

Executive Director, Friends of Cancer Research

Jeff Allen, PhD, serves as the Executive Director of Friends of Cancer Research (Friends), a Washington, DC based non-profit organization dedicated to accelerating the nation's progress toward prevention and treatment of cancer by mobilizing public support for cancer research funding and providing education on key public policy issues.

Prior to joining Friends, Dr. Allen was an endocrinology fellow in the Laboratory of Clinical Investigation of the National Center for Complementary and Alternative Medicine at the National Institutes of Health. His background in cancer research focused upon molecular changes associated with cancer formation as well as treatments to prevent cancer progression. Dr. Allen has been published in numerous medical journals, including his work relating to prostate cancer in AACR's *Cancer Research*.

Dr. Allen serves on C-Change's Chemoprevention Advisory Committee, Patent Law Advisory Subcommittee and the Clinical Trials and Biomarker Workgroup. Allen is also a member of the National Health Council FDA Issue Team, and serves on the Global Access Project of the National Patient Advocacy Foundation.

Dr. Allen received his PhD in cell and molecular biology from Georgetown University, and holds a Bachelor of Science in Biology (cum laude) from Bowling Green State University.

Hans Bishop

President, Hematology/Cardiology, Bayer HealthCare

As head of the Hematology/Cardiology Business Unit of Bayer HealthCare, Hans Bishop oversees the development and commercialization of a diverse portfolio of products for treating diseases involving blood coagulation and thrombosis.

Mr. Bishop has more than 18 years of pharmaceutical industry experience. Prior to joining Bayer, he was the Senior Vice President of Global Commercial Operations at Chiron Corporation Ltd. Mr. Bishop also served in roles of increasing responsibility that included sales & marketing as well as business development at Glaxo Wellcome and SmithKline Beecham. He also spent four years as the Executive Vice President of Operations with a global telecom service company, where he managed nine subsidiaries on three continents, before facilitating the sale of the company in 2004.

Joshua Boger, PhD

President & CEO, Vertex Pharmaceuticals

Dr. Joshua Boger is the founder, President and Chief Executive Officer of Vertex Pharmaceuticals Incorporated. He has been the Company's CEO since 1992, and also served in the additional role of Chairman of the Board from 1997 until 2006. Dr. Boger served as Vertex's Chief Scientific Officer from 1989 until 1992 and has been a Director since Vertex's inception.

Dr. Boger holds a BA in chemistry and in philosophy from Wesleyan University and MS and PhD degrees in chemistry from Harvard University. His postdoctoral research in molecular recognition was performed in the laboratories of the Nobel-prize winning chemist Jean-Marie Lehn in Strasbourg, France.

Prior to founding Vertex in 1989, Dr. Boger held the position of Senior Director of Basic Chemistry at Merck Sharp & Dohme Research Laboratories in Rahway, New Jersey, where he headed both the Department of Medicinal Chemistry of Immunology & Inflammation and the Department of Biophysical Chemistry.

Kathleen Buto

Vice President, Health Policy, Johnson & Johnson

Kathleen Buto is Vice President for Health Policy, Government Affairs at Johnson & Johnson. She has responsibility for providing policy analysis and developing positions on a wide range of issues, including the Medicare drug benefit, government reimbursement, coverage of new technologies and regulatory requirements. In addition to reviewing how federal, state and international government policies affect Johnson & Johnson products and customers, she is responsible for helping to identify areas of opportunity for J&J to take leadership in shaping healthcare policy.

Prior to joining J&J, Buto was a Senior Health Adviser at the Congressional Budget Office, helping to develop the cost models for the Medicare drug benefit. Before that, she spent more than 18 years in senior positions at the Health Care Financing Administration, including Deputy Director, Center for Health Plans and Providers and Associate Administrator for Policy. In these positions, she headed the policy, reimbursement, research and coverage functions for the agency, as well as managing Medicare's fee-for-service and managed care operations.

Buto received her Bachelor of Arts from Douglass College and her Master in Public Administration from Harvard University.

Tony Coelho

Chairman, Partnership to Improve Patient Care (PIPC)

Tony Coelho was elected to Congress in 1978 and served for six terms until 1989. He served on the Agriculture, Interior, Veterans Affairs, and Administration Committees during his tenure, specializing in disabled rights. In 1986, Coelho was elected House Majority Whip.

Coelho was the original author of the Americans with Disabilities Act, signed into law by President George H.W. Bush. By 1994, the U.S. Census Bureau reported that some 800,000 more people with severe disabilities had found employment than were employed when the bill was first enacted. President Bill Clinton appointed Coelho to serve as Chairman of the President's Committee on Employment of People with Disabilities, a position he held from 1994 to 2001. He also served as Vice Chair of the National Task Force on Employment of Adults with Disabilities. In 1998, Clinton appointed Coelho as the United States Commissioner General at the 1998 World Expo in Portugal. Clinton also appointed Coelho as Co-Chair to the U.S. Census Monitoring Board, and he later became General Chairman of the Gore presidential campaign.

Coelho participates annually in New York Law School's Tony Coelho Lecture in Disability Employment Law & Policy. He has endowed a chair in Public Policy at the University of California, Merced and a chair in Neurology for Pediatric Surgery at UCLA. In addition to currently chairing Life Without Limits and the Disability Pride & Power Committee, he serves on the Epilepsy Foundation Board of Directors.

Carolyn Clancy, MD

Director, Agency for Healthcare Research and Quality

Carolyn M. Clancy, MD, is Director of the Agency for Healthcare Research and Quality (AHRQ). Prior to her appointment in 2003, Dr. Clancy served as AHRQ's Acting Director and previously was Director of the Agency's Center for Outcomes and Effectiveness Research (COER).

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

Dr. Clancy holds an academic appointment at George Washington University School of Medicine (Clinical Associate Professor, Department of Medicine) and serves as Senior Associate Editor, Health Services Research. Dr. Clancy has served on multiple editorial boards (currently *Annals of Family Medicine*, *American Journal of Medical Quality*, and *Medical Care Research and Review*). Dr. Clancy has published widely in peer reviewed journals and has edited or contributed to seven books. She is a member of the Institute of Medicine and was elected a Master of the American College of Physicians in 2004. Her major research interests include women's health, primary care, access to care services and the impact of financial incentives on physicians' decisions.

Joseph Heyman, MD

Chair, Board of Trustees, American Medical Association

Joseph M. Heyman is the Chair of the American Medical Association's Board of Trustees. A board-certified obstetrician-gynecologist, Dr. Heyman is in private practice in Amesbury, Massachusetts. He has been an AMA board member since 2002, having served as its secretary and finance committee chair in the past.

Dr. Heyman has been involved in organized medicine for 35 years – since first joining the Massachusetts Medical Society in 1973. He has served as a member and chair of the AMA Council on Medical Services, where he helped develop AMA policy on health insurance reform, pharmaceutical industry spending and hospital mergers. Currently, Dr. Heyman serves on the board of commissioners of the Joint Commission, the board of directors of the Joint Commission Resources and the steering committee of the Markle Foundation "Connecting for Health" program.

Dr. Heyman also is a fellow of the American College of Obstetricians and Gynecologists and served 13 years as president of a private group practice, before launching a solo practice. He is a native New Yorker; he earned his bachelor's degree from City College of New York, his MD from the Downstate Medical Center in Brooklyn, and completed his internship with the U.S. Public Health Service Hospital on Staten Island. In addition, Dr. Heyman served for two years in the Public Health Service at the Northern Navajo Indian Hospital in Shiprock, New Mexico.

Richard Kahn, PhD

Chief Scientific and Medical Officer, American Diabetes Association

Richard A. Kahn, PhD, is Chief Scientific and Medical Officer of the American Diabetes Association (ADA), the leading nonprofit health organization dedicated to preventing and curing diabetes and to improving the lives of the nearly 21 million children and adults currently living in the United States with the disease.

Kahn is responsible for all of the scientific and medical affairs of the Association, including professional education activities, development of clinical practice guidelines and clinical consensus reports, the Association's research program, providing staff direction for the books and journals produced by the Association and overseeing the Association's two professional certification and recognition programs.

Prior to joining the Association in 1985, Kahn was Chief of Scientific Affairs for the American Red Cross in St. Louis, Missouri, and an Associate Professor of Pathology at Washington University. In these positions he established the first tissue bank in the Red Cross system and directed a large research laboratory concerned with the pathophysiology of blood cells and the prevention of transfusion-transmitted diseases.

Kahn received his doctorate in physiology from Georgetown University and has published over 50 original research reports as well as numerous book chapters. He has received many awards, honors and invited lectureships, and is a member of a variety of professional organizations.

Michael Lauer, MD

Director, Division of Prevention and Population Sciences, National Heart, Lung, and Blood Institute

Michael Lauer, MD, FACC, FAHA, joined the National Heart, Lung, and Blood Institute (NHLBI) in July 2007 as Director of the Division of Prevention and Population Science. A board certified cardiologist, he received his MD from Albany Medical College in 1985 and underwent post-graduate training within the Harvard University system at Massachusetts General Hospital, Beth Israel Hospital, the Harvard Graduate School of Education and the Harvard School of Public Health. After completing specialized research training in Cardiovascular Epidemiology at the Framingham Heart Study, he joined the cardiovascular medicine staff of the Cleveland Clinic in 1993. During his 14 years at the Clinic, he established a world-renowned clinical epidemiology research program with primary focus on diagnostic testing and comparative effectiveness. His research led to over 175 publications in major medical journals, grant support from the American Heart Association and the NIH, and election to the American Society of Clinical Investigation.

Lauer has served as Contributing Editor for *JAMA*, Co-Director of the Cleveland Clinic Coronary Care Unit, Director of Cardiac Clinical Research, and as first Vice-Chair of the Cleveland Clinic IRB. He led the development of an award-winning clinical research curriculum at the newly founded Cleveland Clinic Lerner Medical College at Case Western Reserve University, where he was Professor of Medicine, Epidemiology, and Biostatistics. In his current position at NHLBI, Lauer is leading a \$300 million per year research division that oversees major programs in cardiovascular epidemiology and prevention. Lauer serves as an at-large member of the National Forum Coordinating Board.

Joshua J. Ofman, MD

VP, Global Coverage & Reimbursement, Global Government Affairs; VP, Global Health Economics and Global Development, Amgen

Joshua J. Ofman, MD, MSHS is Amgen's Vice President of Global Coverage & Reimbursement, Global Government Affairs and Vice President of Global Health Economics, Global Development. Dr. Ofman is Responsible for directing Amgen activities related to achieving coverage and reimbursement from national payers and oversight of evidence generation to demonstrate the economic value of Amgen products.

Dr. Ofman earned his undergraduate degree in the history and philosophy of science at the University of California, Berkeley before completing his medical education at UC Irvine School of Medicine. He then completed his internship and residency in internal medicine at UCLA Medical Center. Following his residency, Dr. Ofman completed a two-year VA/UCLA/RAND fellowship in health services research, receiving his Master of Science in Health Services (MSHS) degree from the UCLA School of Public Health. Dr. Ofman also completed a fellowship in gastroenterology at the UCLA integrated training program in digestive diseases. His research interests include health economics and technology assessment, program evaluation and health policy analysis, and he is widely published in these disciplines.

Dr. Ofman has served on several advisory boards for the American Gastroenterological Association, the American College of Physicians Clinical Efficacy Assessment Subcommittee, and is on the editorial board of the *American Journal of Managed Care*.

Prior to joining Amgen in 2003, Dr. Ofman was a member of the academic faculty in the Department of Medicine, UCLA School of Medicine, Cedars-Sinai Medical Center. Dr. Ofman also served as the Senior Vice President of Zynx Health Inc., a consulting company focused on evidence-based clinical information for quality improvement, and reimbursement and health economics strategy for life sciences companies.

Steve Pearson, MD

President, Institute for Clinical and Economic Review

Steven D. Pearson, MD, MSc, FRCP is the Founder and President of the Institute for Clinical and Economic Review (ICER) at Massachusetts General Hospital and Harvard Medical School. Dr. Pearson also serves as the current Vice-Chair of the Medicare Evidence Development and Coverage Advisory Committee. He attended UCSF School of Medicine and completed his residency in internal medicine at Brigham and Women's Hospital in Boston.

An internist, health services researcher and ethicist, he was awarded an Atlantic Fellowship from the British government in 2004 to pursue policy studies at the National Institute for Health and Clinical Excellence (NICE) in London, England. He returned to the US to serve from 2005-2006 as Special Advisor, Technology and Coverage Policy, within the Coverage and Analysis Group at the Centers for Medicare and Medicaid Services. He also served as Senior Fellow at America's Health Insurance Plans from 2006-2008. His published work includes over 75 peer-reviewed articles and the book *No Margin, No Mission: Health Care Organizations and the Quest for Ethical Excellence*, published in 2003 by Oxford University Press.

Robert Ratner, MD

Robert Wood Johnson Foundation Health Policy Fellow, Institute of Medicine

Robert E. Ratner, MD, is Vice President for Scientific Affairs for the MedStar Research Institute in Washington, DC, and Professor of Medicine at Georgetown University Medical School. He received his MD from Baylor College of Medicine in Houston, where he also completed his internal medicine training. His fellowship training in endocrinology and metabolism was completed at Harvard Medical School and the Joslin Diabetes Center in Boston.

Dr. Ratner is a principal investigator for the Diabetes Prevention Program (DPP) and DPP Outcomes Study of the National Institutes of Health (NIH) and serves on the planning and steering committees for the project nationwide. He chairs the Cardiovascular Working Group and the Outcomes Adjudication Committee and co-chairs the Economic Analysis Committee of the DPP. He is also principal investigator of the SANDS (Stop Atherosclerosis Among Natives with Diabetes) Study of the NIH. He currently serves on the Data Safety Monitoring Board for the Look AHEAD (Action for Health in Diabetes) study of the National Institute of Diabetes and Digestive and Kidney Diseases. His other research interests include diabetes and its complications and innovative therapies for diabetes, including *in vivo* islet neogenesis.

He is the author of over 90 original scientific articles and 16 book chapters. Dr. Ratner has served on the steering committee of the National Diabetes Education Program and the board of directors of the National Certification Board for Diabetes Education and the American Association of Diabetes Educators. He has also served as chair of the Government Relations Committee and the Pregnancy Council of the American Diabetes Association.

Scott Reid

Director, Health Policy & Payment, Boston Scientific Corporation

Scott is responsible for a wide range of governmental reimbursement and coverage policy issues impacting Boston Scientific and the medical device industry, including shaping and influencing payment strategies to ensure adequate reimbursement for key emerging and existing technologies. He works closely with the Centers for Medicare and Medicaid Services (CMS), physician specialty societies and health research organizations that establish practice guidelines and perform technology assessments to advance evidence-based medicine. Scott also plays a leadership role in developing policy positions and reimbursement initiatives for key industry trade associations on a global basis. He is currently focused on maximizing the opportunity that comparative effectiveness research presents to better inform providers and patients, improve the quality of care, and ensure access to proven technologies

Alan Rosenberg, MD

Vice President, Medical Policy Technology Assessment and Credentialing, Wellpoint, Inc.

Alan B Rosenberg, MD is the Vice President of Medical Policy, Technology Assessment and Credentialing Programs for WellPoint, Inc. Among his responsibilities, Dr. Rosenberg leads WellPoint's program for medical policy, technology assessment, credentialing programs and is president of Anthem UM Services, Inc. and of Anthem Credentialing Services Inc. Prior to his current position, he served as Chief Medical Officer for Rush Prudential Health Plans; Director in Healthcare Business Consulting for Arthur Andersen; and Vice President of Medical Affairs and Medical Director for Aetna U.S. Healthcare of the Midwest, Inc.

Dr. Rosenberg received his undergraduate degree from Columbia University in New York and received his medical degree from New York University Medical School. He completed his residency in Internal Medicine at the University of Chicago, Michael Reese Hospital and is board certified.

Dr. Rosenberg is a Fellow of the Institute of Medicine of Chicago, serves as a Board Member of the American Association of Preferred Provider Organizations (AAPPO) and the Utilization Review Accreditation Commission (URAC). He is also a member of the Blue Cross Blue Shield Association TEC Medical Advisory Panel, the Blue Cross Blue Shield Medical Policy Panel, the America's Health Insurance Plans (AHIP) Vaccine & Immunization Finance Working Group, and the Agency for Healthcare Research and Quality Effective Healthcare Stakeholder Group.

Ralph de la Torre, MD

President and CEO, Caritas Christi Health Care

A renowned cardiac surgeon and innovative health care businessman with dual degrees from Harvard Medical School and the Massachusetts Institute of Technology, Dr. de la Torre joined Caritas Christi from Beth Israel Deaconess Medical Center in Boston where he was founder, President and Chief Executive of its Cardiovascular Institute. He also served as founder, President and CEO of Cardiovascular Management Associates, a multi-site hospital, physician and testing facility network managing more than 1,200 physicians, non-physician providers, support staff and hospital personnel in Massachusetts and Rhode Island. As the leader of the CVI, Dr. de la Torre led a comprehensive restructuring of all inpatient and physician services at BIDMC, resulting in the nation's first fully integrated not-for-profit cardiovascular institute.

Dr. de la Torre is also an accomplished clinical academician, teaching for several years at Harvard Medical School and compiling more than 60 manuscripts, abstracts and lectures. In conjunction with his clinical endeavors, Dr. de la Torre has founded several successful business initiatives and served as a health care business consultant. In 2003, he was the founder of POPCAB, a Florida-based company which created multiple FDA-approved devices for minimally invasive surgery. Dr. de la Torre also served as founder and vice president of medical affairs for Medcanica, another Florida-based device company. Overall, Dr. de la Torre has 12 issued or pending patents.

Dr. de la Torre served as chief resident in cardiothoracic surgery at Massachusetts General Hospital. He has earned numerous academic awards and honors including a three-time selection in *Boston Magazine's* Best Doctors issue.

Sean Tunis, MD

Director, Center for Medical Technology Policy

Dr. Sean Tunis leverages years of professional medical experience toward his current role as Director of the Center for Medical Technology Policy (CMTP). Having founded the CMTP in 2006, Dr. Tunis has since developed a reputation as a pioneer in the medical field, founding CMTP in an effort to provide new evidence and research on the benefits, costs and risks of cutting-edge medical technology. Dr. Tunis is often invited to speak on panels regarding comparative effectiveness, pragmatic trials and other related topics.

Prior to his founding CMTP, Dr. Tunis served in several positions with the Centers for Medicare and Medicaid Services (CMS), first as the Director of the Coverage and Analysis Group, and later as Chief Medical Officer and Director of the Office of Clinical Standards and Quality. In these roles, Dr. Tunis was responsible for the development of clinical policy and quality standards for the Medicare and Medicaid programs. He also co-chaired the CMS Council on Technology and Innovation.

Dr. Tunis earned his Doctor of Medicine (MD) degree from the Stanford University School of Medicine. In addition to his MD, he possesses a master's degree in Health Services Research from Stanford and a bachelor's degree in History of Science from Cornell University.

Thomas Valuck, MD

*Senior Advisor and Medical Officer for the Center for Medicare Management,
Centers for Medicare & Medicaid Services*

Dr. Thomas Valuck is Medical Officer and Senior Advisor to Herb Kuhn, Acting Deputy Administrator of the Centers for Medicare & Medicaid Services (CMS). He advises Mr. Kuhn on clinical and policy issues related to Medicare's payment systems and quality initiatives, particularly pay for performance. Recently, Dr. Valuck was named Director of CMS' new Special Program Office of Value-Based Purchasing, which is responsible for the implementation of Medicare physician and hospital pay-for-performance initiatives.

Dr. Valuck, a native of Kirksville, Missouri, has degrees in biological science and medicine from the University of Missouri-Kansas City. He took clinical training in pediatrics at the Children's Mercy Hospital in Kansas City, Missouri, before obtaining a master's degree in health services administration from the University of Kansas. Dr. Valuck was employed for over nine years in various executive roles, including Vice President of Medical Affairs at the University of Kansas Medical Center (KUMed) in Kansas City, Kansas. While at KUMed, Dr. Valuck was awarded the Robert Wood Johnson Health Policy Fellowship, a one-year sabbatical during which he served on the staff of the Senate Health, Education, Labor and Pensions Committee.

Dr. Valuck relocated to Washington, DC to attend the Georgetown University Law Center, where he earned the BNA Health Law Award and the Federal Legislation Clinic Advocacy Award. As a law student, he worked for the White House Council of Economic Advisers as a Health Policy Assistant to Dr. Mark McClellan, who was the President's Chief Health Policy Adviser at that time. Before joining CMS, Dr. Valuck was an associate at the law firm of Latham & Watkins, where he practiced regulatory health law.

Charlotte Yeh, MD

Chief Medical Officer, AARP Services, Inc.

Dr. Charlotte Yeh is the first Chief Medical Officer of AARP Services Incorporated (ASI) and is responsible for partnering with medical officers at ASI's providers to identify programs and initiatives that will lead to enhanced care for older adults.

Before joining ASI, Dr. Yeh was the Regional Administrator for the Boston and New York Regional Offices for the Centers for Medicare & Medicaid Services (CMS). Dr. Yeh facilitated collaborative relationships between CMS and a variety of organizations throughout the eight-states, Puerto Rico and the Virgin Islands to promote awareness of Medicare and Medicaid programs to ensure that beneficiaries receive the benefits they deserve. In 2006, Dr. Yeh directed the implementation of the Medicare Prescription Drug Benefit. As a result of the outreach activities and the grassroots partnership networks developed under her leadership, over 90 percent of all people in her regions with Medicare are covered by the benefit.

From 1998 until 2003, Dr. Yeh served as medical director for Medicare policy for National Heritage Insurance Company in Hingham, Massachusetts. She brings over 20 years of active Emergency Medicine experience to her position. From 1990-1998 she served as Physician-in-Chief of the Emergency Department at New England Medical Center. Previously she served as a staff physician and Chief of the Department of Emergency Medicine at Newton-Wellesley Hospital. Both institutions are affiliated with Tufts University School of Medicine where Dr. Yeh held an appointment as Assistant Professor in the Department of Emergency Medicine.

Dr. Yeh received a bachelor's degree in 1971 from Northwestern University in Evanston, Illinois and her medical degree in 1975 from Northwestern University Medical School in Chicago. She completed her internship in general surgery at the University of Washington at Seattle and her residency in emergency medicine at the University of California at Los Angeles.

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