

COMMISSION ON A HIGH PERFORMANCE HEALTH SYSTEM

BIOGRAPHIES

COMMISSIONERS

James J. Mongan, M.D., chairs the Commission. He is president and chief executive officer of Partners HealthCare, a position he assumed on January 1, 2003. He is also professor of health care policy and professor of social medicine at Harvard Medical School. From 1996-2002, Dr. Mongan served as president of Massachusetts General Hospital (MGH), the largest and oldest teaching affiliate of Harvard Medical School. Before his tenure at MGH, he served for 15 years as executive director of the Truman Medical Center in Kansas City and as dean of the University of Missouri-Kansas City School of Medicine. Prior to that, he spent 11 years in Washington, DC. He served as a staff member of the Senate Committee on Finance for seven years, working on Medicare and Medicaid legislation, and he served in the Carter administration as deputy assistant secretary for health and then at the White House as associate director of the domestic policy staff. Dr. Mongan is a member of the Institute of Medicine of the National Academy of Sciences. He has served on the board of trustees of the American Hospital Association and the Kaiser Family Foundation and was a member of the Prospective Payment Assessment Commission established by Congress. A native of San Francisco, Dr. Mongan received his undergraduate education at the University of California, Berkeley and Stanford University and his medical degree from Stanford University School of Medicine. He completed his internship at Kaiser Foundation Hospital in San Francisco and served two years in the public health service.

Maureen Bisognano, M.Sc., executive vice president and chief operating officer of the Institute for Healthcare Improvement (IHI), teaches and consults with executive leaders to improve health care systems. She is responsible for day-to-day management of the institute's many programs designed to improve the delivery of health care, overseeing all operations, program development, and strategic planning. Prior to joining IHI, Ms. Bisognano was senior vice president of the Juran Institute, where she consulted with senior management on the implementation of Total Quality Management in health care settings. Before that, she served as chief executive officer of the Massachusetts Respiratory Hospital in Braintree, Massachusetts where, as part of the National Demonstration Project, she introduced Total Quality Management. Her accomplishments include implementation of the quality improvement program throughout all levels of her hospital. She organized and monitored quality improvement teams within the hospital to make process improvements. Ms. Bisognano began her career in health care in 1973 as a staff nurse at Quincy City Hospital in Massachusetts. Ms. Bisognano has authored articles on leadership and designed methods to help leaders improve performance, and she is on the faculty of the Harvard School of Public Health. Ms. Bisognano holds a bachelor of science degree from the State University of New York, and a master of science degree from Boston University.

Christine K. Cassel, M.D., M.A.C.P., is president and CEO of the American Board of Internal Medicine and the ABIM Foundation in Philadelphia. Dr. Cassel is the former dean of the School of Medicine and vice president for medical affairs at Oregon Health & Science University in Portland, Oregon. She is a leading expert in geriatric medicine, medical ethics, and quality of care. Among her many professional leadership positions, Dr. Cassel is immediate past chair of the ABIM Foundation board of trustees; served as chair of the Greenwall Foundation, which supports work in bioethics; is immediate past president of the American Federation for Aging Research; and was a member of the Advisory Committee to the Director at the National Institutes of Health. She is a member of the Institute of Medicine Governing Council and has served on IOM committees responsible for influential reports on quality of care and medical errors. She chaired a recent IOM report on end-of-life care and co-chaired a report on public health. In 1997-1998, Dr. Cassel served on the President's Advisory Commission on Consumer Protection and Quality in the Health Care Industry. From 1995-2001, she was chair of the Department of Geriatrics and Adult Development and professor of Geriatrics and Medicine at Mount Sinai School of Medicine in New York City. During the previous ten years at the University of Chicago, Dr. Cassel was chief of the Section of General Internal Medicine, professor of geriatrics and medicine, founding director of the Robert Wood Johnson Clinical Scholars Program, and founding director of the Center for Health Policy Research. She has edited and authored a number of books on geriatric medicine, aging, bioethics, and health policy. Her latest book is *Medicare Matters: What Geriatric Medicine Can Teach American Health Care*. Dr. Cassel became a master of the American College of Physicians in 1997. She received her B.A. from the University of Chicago and her M.D. from the University of Massachusetts Medical School.

Michael Chernew, Ph.D., is a professor in the Department of Health Care Policy at Harvard Medical School. He received a Ph.D. in economics from Stanford University, where his training focused on areas of applied microeconomics and econometrics. Previously, Dr. Chernew was the director of the Center for Value Based Insurance Design at the University of Michigan and co-editor of the American Journal of Managed Care. He was also co-director of the Robert Wood Johnson Foundation's Scholars in Health Policy Research program at the University of Michigan. One major area of Dr. Chernew's research focuses on assessing the impact of managed care on the health care marketplace, with an emphasis on examining the impact of managed care on health care cost growth and on the use of medical technology. Other research has examined determinants of patient choice of hospital and the impact of health plan performance measures on employee and employer selection of health plans. Dr. Chernew is a member of the Commonwealth Fund's Commission on a High Performance Health System. In 2000 and 2004, he served on technical advisory panels for the Center for Medicare and Medicaid Services (CMS) that reviewed the assumptions used by the Medicare actuaries to assess the financial status of the Medicare trust funds. On the panels Dr. Chernew focused on the methodology used to project trends in long term health care cost growth. In 1998, he was awarded the John D. Thompson Prize for Young investigators by the Association of University Programs in Public Health. In 1999, he received the Alice S. Hersh, Young Investigator Award from the Association of Health Services Research. Both of these awards recognize overall contribution to the field of health services

research. Dr. Chernew is a research associate of the National Bureau of Economic Research, and he is on the Editorial Boards of Health Services Research, Health Affairs, and Medical Care Research and Review.

Patricia A. Gabow, M.D., is the CEO and medical director of Denver Health and Hospital Authority, one of the nation's most efficient, highly-regarded, extensive and integrated health care systems. The system includes the Denver Health Medical Center, a regional Level I trauma center, the 911 system, a system of family health centers, school-based clinics, Denver Public Health, the Rocky Mountain Poison and Drug Center, an inmate health care program, the Rocky Mountain Center for Medical Response to Terrorism, and more. Dr. Gabow has been nationally recognized for her work to increase access to basic health care for all Coloradoans, especially the underserved, most of whom are women and children. In seeking to improve sustainability of the authority's mission, Dr. Gabow led the effort to convert the hospital from a city-owned institution to an independent governmental authority. She joined the staff in 1973 as chief of the Renal Division. During her tenure in that role and as director of medical services, she became internationally known for her scientific work in polycystic kidney disease. Her current research relates to health services for the underserved. Author of over 150 articles and book chapters, Dr. Gabow is also professor of medicine in the Division of Renal Disease at the University of Colorado School of Medicine. She was awarded the Florence Rena Sabin Award for medical education and public health advocacy and was elected to the Colorado Women's Hall of Fame for her commitment to Colorado's health care safety net. She received her B.A. from Seton Hill University in Pennsylvania and her M.D. from the University of Pennsylvania School of Medicine.

Robert Galvin, M.D., is director of global healthcare for General Electric (GE). He oversees the design and performance of GE's health programs, which include the management of GE's \$3.0 billion annual health expense and the oversight of employee medical services, which encompasses over 220 medical clinics in more than 20 countries. In his current role Dr. Galvin has focused on issues of market-based health policy and financing, with special interest in quality measurement, payment reform, and the assessment and coverage of new technologies. He is a co-founder of The Leapfrog Group and the founder of Bridges to Excellence. He is on the Board of Directors of the National Committee for Quality Assurance and is a member of the Hospital Quality Alliance. He has served on several Institute of Medicine Committees and was a member of the Strategic Framework Board. Dr. Galvin's work has received awards from the National Health Care Purchasing Institute, The National Business Group on Health and the National Coalition for Cancer Survivorship. He is a fellow of the American College of Physicians, and his work has been published in the New England Journal of Medicine and Health Affairs. He is a Professor Adjunct of Medicine at Yale where he leads the Robert Wood Johnson Clinical Scholar seminar series on the private sector.

Fernando A. Guerra, M.D., M.P.H., F.A.A.P., is director of health for the San Antonio Metropolitan Health District and a practicing pediatrician. He also serves as a clinical professor of pediatrics at the University of Texas Health Science Center, San Antonio, and an adjunct professor in public health at the Air Force School of Aerospace Medicine.

He is a founding scholar of the Public Health Leadership Institute. As a frequent contributor to the medical literature in the area of immunizations and other public health issues, Dr. Guerra has received numerous awards for his service and contributions to public health. He is a fellow of the American Academy of Pediatrics and diplomate of the American Board of Pediatrics. For the second time in his career, he is serving as a member of the U.S. Department of Health and Human Services' National Vaccine Advisory Committee. He is also a member of the Institute of Medicine; the American Pediatric Society; the New York Academy of Medicine; and the Texas Academy of Medicine, Science, and Engineering. Dr. Guerra received his bachelor of arts degree from the University of Texas, Austin; his medical degree from the University of Texas, Galveston; and a master of public health degree from the Harvard School of Public Health.

Glenn M. Hackbarth, J.D., M.A., is chairman of the Medicare Payment Advisory Commission (MedPAC) and an independent consultant living in Bend, OR. He has experience as a health care executive, government official, and policy analyst. He was chief executive officer and one of the founders of Harvard Vanguard Medical Associates, a multi-specialty group practice in Boston that serves as a major teaching affiliate of Harvard Medical School. Harvard Vanguard was created from the staff-model delivery system that was the original core of the Harvard Community Health Plan, where Mr. Hackbarth previously served as senior vice president. From 1981 to 1988, he held positions at the U.S. Department of Health and Human Services, including deputy administrator of the Health Care Financing Administration (now the Centers for Medicare and Medicaid Services). He is also a trustee of the Foundation of the American Board of Internal Medicine. Mr. Hackbarth received his B.A. from Pennsylvania State University and his M.A. and J.D. from Duke University.

George C. Halvorson became chairman and chief executive officer of Kaiser Foundation Health Plan, Inc. and Kaiser Foundation Hospitals, headquartered in Oakland, California, in May 2002. Mr. Halvorson has more than 30 years of health care management experience. He was formerly president and chief executive officer of HealthPartners, based in Minneapolis. Prior to joining HealthPartners in 1986, he held several senior management positions with Blue Cross and Blue Shield of Minnesota. He was also president of Senior Health Plan and president of Health Accord International, an international HMO management company. Mr. Halvorson serves on a number of boards, including those of America's Health Insurance Plans, the Alliance of Community Health Plans, and the International Federation of Health Plans. He is also a member of the Harvard University Policy Advisory Committee and The Commonwealth Fund Task Force on the Uninsured. Mr. Halvorson is a frequent lecturer and writer on health care topics. He is the author of three books on health care: *Epidemic of Care*, published in April 2003; *Strong Medicine*; and *How to Cut Your Company's Health Care Cost*. He has taught in several academic settings and has served as an advisor to the governments in Great Britain, Jamaica, Uganda, and Russia on issues of health policy and financing. He received his B.A. degree from Concordia College in Minnesota.

Robert M. Hayes, J.D., is president and general counsel of the Medicare Rights Center, the nation's largest independent source of information and assistance on health care rights and benefits for older and disabled men and women. Mr. Hayes led the National Coalition for the Homeless and the New York Coalition for the Homeless from 1979 to 1989 and has practiced law with firms in New York and Maine, including Sullivan & Cromwell and O'Melveny & Myers. He is a MacArthur Foundation fellow and has received honorary degrees from 10 colleges and universities. He received his J.D. from New York University and his B.A. from Georgetown University.

Cleve L. Killingsworth, M.P.H., serves as president and CEO of Blue Cross Blue Shield of Massachusetts, one of the largest independent, not-for-profit Blue Cross Blue Shield plans in the country. Prior to coming to Massachusetts, Mr. Killingsworth was president and CEO of Health Alliance Plan (HAP) in Detroit, one of Michigan's largest managed care companies. In addition to his HAP leadership, he also served as the senior vice president of insurance and managed care for Henry Ford Health System. Prior to joining HAP, Mr. Killingsworth served as president of Kaiser Permanente's Central East Division. Mr. Killingsworth is a faculty member of the Harvard School of Public Health and serves on the Harvard Medical School Board of Fellows. He serves on the boards of the Blue Cross Blue Shield Association, Blue Cross Blue Shield of Massachusetts Foundation, Greater Boston Chamber of Commerce, Boys & Girls Clubs of Boston, Carroll School of Management at Boston College, Jobs for Massachusetts, Massachusetts Biotechnology Council, National Institute for Health Care Management, and The United Way of Massachusetts Bay. Mr. Killingsworth is a trustee of Babson College and Boston University and an overseer of The Museum of Fine Arts. He is a founding member of the Executive Leadership Council — an independent, non-partisan, nonprofit corporation in Washington, DC established to provide African-American executives with a leadership advisory forum on business, economic, and public policy issues. Mr. Killingsworth holds a bachelor of science degree from the Massachusetts Institute of Technology and a master of public health degree from Yale University.

Sheila Leatherman, M.S.W., is a research professor at the School of Public Health, The University of North Carolina at Chapel Hill, a visiting fellow of the London School of Economics and distinguished associate of Darwin College at the University of Cambridge, England. She conducts research and policy analysis internationally focusing on quality of care, health systems reform, and performance measurement and improvement. Professor Leatherman is an elected member of the Institute of Medicine of the U.S. National Academy of Sciences (2002) where she serves on the Global Health Board, an elected member of the National Academy of Social Insurance (1997), and an Honorary Fellow of The Royal College of Physicians in the U.K (2005). She was appointed by President Clinton in 1997 to the President's Advisory Commission on Consumer Protection and Quality in the Health Care Industry. She is coauthor of a series of chartbooks on quality of health care in the U.S., commissioned by the Commonwealth Fund; general (2002), child and adolescent health (2004), Medicare population (2005). In the U.K., she has been commissioned by The Nuffield Trust to assess the impact on quality of the British Government's NHS reforms including the mid-term evaluation

resulting in publication of the book, *Quest for Quality in the NHS* (2003) and sequel, *Quest for Quality in the NHS; A Chartbook on Quality in the UK* (2005) and the ten year review to be conducted in 2007-08. She has a broad background in health care management in state and federal health agencies, as chief executive of an HMO, and as a senior executive of United Health Group in the U.S.

Gregory P. Poulsen, M.B.A., is senior vice president for Intermountain Healthcare. Intermountain consists of 22 hospitals and associated delivery services, a physician group practice of more than 600 employed physicians, and a health insurance organization with 500,000 members. As a member of Intermountain's four-member management committee, he shares responsibility for the operational and strategic issues of the organization. Mr. Poulsen has direct responsibility for strategic planning, research and development, marketing, information technology, and e-business at Intermountain, which he joined in 1982. In 1983, Mr. Poulsen was responsible for the development of the first integrated hospital cost definition and accounting system in the U.S., which was subsequently marketed by Ernst & Young. He continues to consider cost management and healthcare affordability to be a personal priority. Subsequently, Mr. Poulsen has served in a number of roles at Intermountain, including strategic development of the plan's insurance strategy, operational responsibility for clinical and financial information technology development, and coordination of physician strategy. He is the vice-chair of the Utah Foundation, a not-for-profit public policy think tank, and serves on various community and charity boards. Mr. Poulsen received his bachelor's degrees in physics and biology, and a master's degree in business administration from Brigham Young University.

Dallas Salisbury, M.P.A., is president and CEO of the Employee Benefit Research Institute (EBRI). EBRI was founded in Washington, D.C. in 1978, and provides objective information regarding the employee benefit system and related financial security issues. Mr. Salisbury joined EBRI at its founding. He is a member of a number of commissions and study panels and serves on many editorial advisory boards. He is a fellow of the National Academy of Human Resources and is a recipient of the Award for Professional Excellence from the Society for Human Resource Management, the 2004 Plan Sponsor Lifetime Achievement Award, and the Keystone Award of World at Work. He serves as a member of: the board of directors of the NASD Investor Education Foundation; the Advisory Committee to the Comptroller General of the United States; and the GAO Advisory Group on Social Security and Retirement. Mr. Salisbury has written and lectured extensively on economic security topics. His most recent books are: *Retirement Security in the United States: Current Sources, Future Prospects, and Likely Outcomes of Current Trends*; *The Future of Social Insurance: Incremental Action or Fundamental Reform?*; and *IRA and 401(k) Investing and Managing Money in Retirement*. Prior to joining EBRI, Mr. Salisbury held full-time positions with the Washington State legislature, the U.S. Department of Justice, the Employee Benefits Security Administration of the U.S. Department of Labor (formerly known as the PWBA) and the Pension Benefit Guaranty Corporation. He holds a B.A. degree in finance from the University of Washington and an M.A. in public administration from the Maxwell School at Syracuse University.

Sandra Shewry, M.P.H., M.S.W., was appointed director of the California Department of Health Services (CDHS) by Gov. Arnold Schwarzenegger in March 2004. CDHS is one of the largest departments within state government, with a budget of \$36 billion and 6,000 employees. The programs under Ms. Shewry's leadership include public health, education, disease prevention, and health protection programs; licensing of health facilities; and the state's Medi-Cal program (Medicaid). She also is a board member of California's Insure the Uninsured Project. Prior to joining CDHS in 2004, Ms. Shewry was the director of health at the National Governor's Association's Center for Best Practices where she worked on a broad range of health financing, service delivery, and policy issues. Earlier, she served as the executive director of the California Managed Risk Medical Insurance Board and was responsible for development and implementation of California's high risk health insurance pool (MRMIP), a subsidized pregnancy coverage program (AIM), a small employer purchasing cooperative (HIPC), and the state's S-CHIP program (Healthy Families). Ms. Shewry began her state career with the California Department of Health Services as a health planning analyst and later served as an assistant secretary at the Health and Welfare Agency. Ms. Shewry formerly served as a steering committee member for the National Academy for State Health Policy. She served as vice chair of the National Association of State Comprehensive Health Insurance Plans and a board member of the Pacific Business Group on Health. Ms. Shewry earned graduate degrees in public health and social welfare from the University of California at Berkeley.

Glenn Steele Jr., M.D., Ph.D., became president and chief executive officer of the Geisinger Health System on March 1, 2001. In this capacity, he serves as a member of the Geisinger Health System Foundation Board of Directors, and is an ex-officio member of all standing committees of the board and chairman of the subsidiary boards. Dr. Steele joined Geisinger from the University of Chicago where he served as the Richard T. Crane Professor in the Department of Surgery, vice president for medical affairs and dean of the Division of Biological Sciences and the Pritzker School of Medicine. Previously, he was the William V. McDermott Professor of Surgery at Harvard Medical School, chairman of the Department of Surgery of New England Deaconess Hospital, and president and CEO of Deaconess Professional Practice Group. Dr. Steele is widely recognized for his investigations into the treatment of primary and metastatic liver cancer and colorectal cancer surgery. A prolific writer, he is the author or co-author of more than 450 scientific and professional articles. Dr. Steele is a member of the Institute of Medicine of the National Academy of Sciences and is a fellow of the American College of Surgeons. He is a past chair and a current examiner for the American Board of Surgery and serves on several scientific advisory boards including Simon Healthcare (University of Rochester) and the Institute of Medicine's study of early detection of breast cancer. He serves on the American Hospital Association's Health Care Systems Governing Council and is presently serving as council chair. He also serves on the AHA Strategic Policy Planning and Hospital/Medical Staff Committees, and is a board member of Bucknell University and Priority Healthcare Corporation. Dr. Steele received his B.A. degree in history from Harvard College and his M.D. degree from New York University School of Medicine. He completed his internship and residency in surgery at the University of Colorado, where he was also a fellow of the American Cancer Society. He earned his Ph.D. degree in microbiology at Lund University in Sweden in 1975.

Mary K. Wakefield, Ph.D., M.Sc., R.N., is associate dean for rural health and director of the Center for Rural Health at the School of Medicine and Health Sciences, University of North Dakota, in Grand Forks. In addition to engaging in rural health research and program development, Dr. Wakefield serves on a number of public and private health-related advisory boards including: AcademyHealth Board of Directors; Department of Veteran's Affairs' Special Medical Advisory Group; member of Catholic Health Initiatives Board of Trustees; and member, Health Care Services Board, Institute of Medicine. Previously, she held administrative and legislative staff positions in the U.S. Senate. Dr. Wakefield has served as a member of the Medicare Payment Advisory Commission, chair of the Institute of Medicine (IOM) Committee on Health Care Quality for Rural America, and Subcommittee Chair, President Clinton's Advisory Commission on Consumer Protection and Quality in the Health Care Industry. Dr. Wakefield has presented nationally and internationally on public policy and strategies to influence the policymaking and political process. She has authored many articles and columns on rural health and health policy. She is on the editorial board of a number of professional journals, including the Journal of Rural Health, Nursing Economics, and Annals of Family Medicine. Dr. Wakefield has received numerous awards and recognition for her work in nursing, rural health, and public policy. She is a recipient of the American Organization of Nurse Executives 2006 Nurse Research Award and elected to membership in the Institute of Medicine in 2004. Dr. Wakefield received her B.S. in nursing from the University of Mary, Bismarck, N.D., and her M.S. and Ph.D. from the University of Texas at Austin. She is a fellow in the American Academy of Nursing.

Alan R. Weil, J.D., M.P.P., has been executive director of the National Academy for State Health Policy since September of 2004. Previously, Mr. Weil served for seven years as director of the Assessing the New Federalism project at the Urban Institute, one of the largest privately funded social policy research projects ever undertaken in the United States. He has also held a cabinet position as executive director of the Colorado Department of Health Care Policy and Financing; was health policy advisor to Colorado Governor Roy Romer; and was assistant general counsel in the Massachusetts Department of Medical Security. He is the editor of two books: *Welfare Reform: The Next Act* and *Federalism and Health Policy*, and has authored chapters in a number of books and published articles in journals including *Health Affairs* and *Inquiry*. Mr. Weil was an appointed member of President Clinton's Advisory Commission on Consumer Protection and Quality in the Health Care Industry, which drafted the patient's bill of rights. He is a member of the Kaiser Commission on Medicaid and the Uninsured and serves on advisory committees for three Robert Wood Johnson Foundation projects. He is a member of the board of directors of the National Public Health and Hospitals Institute, and of the editorial board of *State Health Watch*. Mr. Weil is a graduate of the University of California at Berkeley, and received his M.P.P. degree from the John F. Kennedy School of Government at Harvard University and his J.D. from Harvard Law School.

Steve Wetzell, M.A., is vice president of Health Care Initiatives for the HR Policy Association. The HR Policy Association is a coalition of 250 chief human resource officers representing large employers. Mr. Wetzell is responsible for helping the HR Policy Association's Healthcare Policy Roundtable develop and implement strategies to promote health care market reforms and programs to address the needs of employers, employees and retirees. He is actively engaged in supporting three key coalition initiatives: The Affordable Solutions Coalition; Pharmaceutical Purchasing Coalition; and Regional Health Care Quality Reform Coalition. Mr. Wetzell has more than 20 years of experience working with national and regional purchaser and consumer organizations to improve the quality and efficiency of health care. He is a founding member of The Leapfrog Group, The Consumer-Purchaser Disclosure Project, the Buyers Health Care Action Group and the Institute for Clinical Systems Improvement. He has extensive experience working for Fortune 500 firms in the areas of compensation, benefits and labor relations. Mr. Wetzell is currently serving as secretary of the National Quality Forum's Purchaser Council, and has served on several boards of directors for health care related institutions. Earlier, he worked as a U.S. Senate health care staff member and has provided testimony on numerous occasions before federal and state legislative bodies pertaining to the employer's perspective on health care reform policy issues. Mr. Wetzell received his bachelor's and master's degrees from the University of Minnesota.

THE COMMONWEALTH FUND AND COMMISSION STAFF

Karen Davis, Ph.D., is president of The Commonwealth Fund, a position she assumed on January 1, 1995. Dr. Davis is a nationally recognized economist, with a distinguished career in public policy and research. Before joining the Fund, she served as chairman of the Department of Health Policy and Management at The Johns Hopkins Bloomberg School of Public Health, where she also held an appointment as professor of economics. She served as deputy assistant secretary for health policy in the Department of Health and Human Services from 1977–1980, the first woman to head a U.S. Public Health Service agency. Prior to her government career, Dr. Davis was a senior fellow at the Brookings Institution in Washington, DC, a visiting lecturer at Harvard University, and an assistant professor of economics at Rice University. A native of Oklahoma, she received her Ph.D. in economics from Rice, which recognized her achievements with a Distinguished Alumna Award in 1991. Dr. Davis is the recipient of the 2000 Baxter-Allegiance Foundation Prize for Health Services Research. In the spring of 2001, she received an honorary doctorate in humane letters from Johns Hopkins University. She has published a number of significant books, monographs, and articles on health and social policy issues, including the landmark books *Health Care Cost Containment*, *Medicare Policy*, *National Health Insurance: Benefits, Costs, and Consequence*, and *Health and the War on Poverty*. She serves on the Overseer's Committee to Visit the School of Public Health, Harvard University; the Board of Visitors of Columbia University, School of Nursing; the Geisinger Health System Board of Directors; and the Columbia Presbyterian Medical Center Advisory Committee for the Center for Women's Health. Dr. Davis was elected to the Institute of Medicine in 1975 and has served two terms on the IOM governing Council (1986–90 and 1997–2000). She is a past president of the AcademyHealth

(formerly AHSRHP); an AcademyHealth distinguished fellow; a member of the Kaiser Commission on Medicaid and the Uninsured; and a former member of the Agency for Healthcare Quality and Research (AHRQ) National Advisory Committee.

Stephen C. Schoenbaum, M.D., M.P.H., is executive vice president for programs at The Commonwealth Fund and executive director of the Fund's Commission on a High Performance Health System. From 1993-1999, he was the medical director and then president of Harvard Pilgrim Health Care of New England, a mixed-model HMO delivery system in Providence, RI. From 1981-1993, he was deputy medical director at Harvard Community Health Plan in the Boston area, where his roles included developing specialty services, disease management programs, clinical guidelines, and enhancing the plan's computerized clinical information systems. Nationally, Dr. Schoenbaum played a significant role in the development of the Health Plan Employer Data and Information Set (HEDIS), a set of standardized performance measures designed to help purchasers and consumers reliably compare the performance of managed health care plans. He is a lecturer in the Department of Ambulatory Care and Prevention at Harvard Medical School, a department he helped found, and is the author of over 125 medical publications. He is a board member of the Alliance for the Prudent Use of Antibiotics, the American College of Physician Executives, and the Picker Institute. He is also a longstanding member of the International Advisory Committee to the Joyce and Irving Goldman Medical School, Ben Gurion University, Beer Sheva, Israel, and an honorary member of the British Association of Medical Managers. Dr. Schoenbaum received his M.D. from Harvard Medical School, his M.P.H. from the Harvard School of Public Health, and his A.B. from Swarthmore College. He also completed the Program for Management Development at Harvard Business School.

Cathy Schoen, M.Sc., is senior vice president for research and evaluation at The Commonwealth Fund and also serves as the research director of the Fund's Commission on a High Performance Health System. At the Fund, her work includes strategic advice on the Fund's survey work and research initiatives to track system performance. Before joining the Fund in 1995, Ms. Schoen was research associate professor on the faculty of the University of Massachusetts' School of Public Health, where she taught health economics and was also the director of special projects at the Labor Relations and Research Center. During the 1980s, she directed the Service Employees International Union's Research and Policy Department in Washington, D.C. She served as staff to President Carter's national health insurance task force, with a focus on payment issues, Medicaid and low income populations. Prior to federal service, she was a research fellow at the Brookings Institution in Washington, DC. She has served on various Institute of Medicine, federal and state advisory committees. She holds an undergraduate degree in economics from Smith College and a master's degree in economics from Boston College. She has published numerous articles and reports on health insurance and access, equity, labor, and social policy issues and co-authored the book *Health and the War on Poverty*. As part of The Commonwealth Fund's International Health Policy Program, her recent publications include international studies comparing U.S. health care experience to other nations.

Anne Gauthier, M.S., joined The Commonwealth Fund as senior policy director of the Fund's Commission on a High Performance Health System on May 16, 2005. Ms. Gauthier is based at AcademyHealth in Washington, DC, with financial support for the Commission office provided under a grant from The Commonwealth Fund. She joined the Fund from AcademyHealth, where she was program director for The Robert Wood Johnson Foundation's Changes in Health Care Financing and Organization initiative, a program that bridges the health policy and health services research communities. Ms. Gauthier also served as co-project director for The Commonwealth Fund project on administrative simplification and, in her role as vice president of AcademyHealth, has overseen information services. Prior to joining AcademyHealth in 1989, she was senior researcher for the National Leadership Commission on Health Care, a private commission charged with developing a system-wide public/private strategy to control rising costs; improve quality, appropriateness, and efficiency of care; and ensure universal access to a basic level of services. She held a position in the congressional Office of Technology Assessment from 1980 to 1986. Ms. Gauthier holds an A.B. in molecular biology from Princeton University and an M.S. in health administration from the University of Massachusetts School of Public Health.

Allison Frey joined the Fund in December 2006 as the commission associate supporting the senior policy director, Anne Gauthier, and the Commission on a High Performance Health System. She is based at AcademyHealth in Washington, DC with financial support for the Commission office provided under a grant from The Commonwealth Fund. Previously, she was the program assistant for health and reproductive rights at the National Women's Law Center. Ms. Frey holds a B.A. in economics from the University of Virginia and is currently pursuing a Masters of Public Policy with a concentration in health part-time at George Washington University.