

MITRE Health Advisory Committee Member Biographies

Gail Wilensky, Ph.D.

Committee Co-Chair

Economist and Senior Fellow, Project Hope

Former Director, Medicare & Medicaid Agency



Gail R. Wilensky, Ph.D. is an economist and senior fellow at Project HOPE, an international health foundation. She also co-chairs the Bipartisan Policy Center's initiative on the future of health care and helped organize the Convergence Group's Health Reform Roundtable. She directed the Medicare and Medicaid programs and served in the White House as a senior adviser on health and welfare issues to President GHW Bush. She was also the first chair of the Medicare Payment Advisory Commission. Her expertise is on strategies to reform health care, with emphasis on Medicare, comparative effectiveness research, and military health care.

Dr. Wilensky is a trustee of the Combined Benefits Fund of the United Mine Workers of America and the National Opinion Research Center. She serves on the Board of Regents of the Uniformed Services University of the Health Sciences (USUHS) and the Board of Directors of the Geisinger Health System Foundation. She is also a director on the Quest Diagnostics and United Health Group boards. Dr. Wilensky is an elected member of the National Academy of Medicine and has served two terms on its governing council. She is a former chair of the

board directors of AcademyHealth, a former trustee of the American Heart Association, and a current or former director of numerous other nonprofit organizations.

Dr. Wilensky has testified many times before Congressional committees, advises members of Congress and other elected officials, and speaks nationally and internationally. She earned a bachelor's degree in psychology and a Ph.D. in economics at the University of Michigan and has received several honorary degrees.

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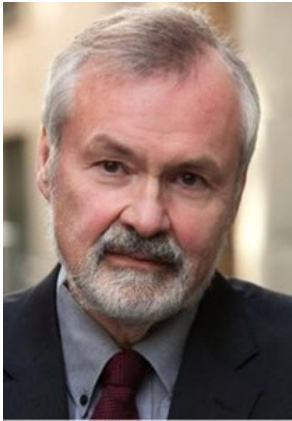
George C. Halvorson

Committee Co-Chair

MITRE Trustee since 2014

Chair and CEO of Institute for InterGroup Understanding

Former Chairman and Chief Executive Officer, Kaiser Permanente



George Halvorson is the chair and CEO of the Institute for InterGroup Understanding. He is also the Chair of the First Five Commission for Children and Families for the State of California.

Halvorson served for more than 30 years as CEO of six different health care delivery and financing organizations. He was the Chairman and CEO of Kaiser Permanente from 2002 to early 2014. Prior to that position, he served as the CEO of the Health Partners health plan and care system in Minnesota for 17 years.

In 2013, California Gov. Jerry Brown appointed Halvorson to a 4-year term as chair of the First 5 Commission for Children and Families for the State of California. Gov. Brown named Halvorson to a second term in January 2018. The Commission uses roughly \$500 million each year raised from tobacco taxes to provide support and education to children in California from birth to 5 years. The Institute for InterGroup Understanding works on issues of racism, prejudice, discrimination, misogyny, and intergroup instruct-related stress and conflict.

Halvorson has written four books on those topics—*Primal Pathways*, *The Art of InterGroup Peace*, *Cusp of Chaos*, and *Peace In Our Time*, which are available as teaching materials from The Institute.

He also wrote *Three Key Years*, a book aimed directly at ending the learning gaps that exist in American schools by helping families provide children from every group the support needed for each child in the first months and years when neuron development happens for each child. That science and those biological realities need to be a major public health campaign for America, and the Three Key Years book and website both explain how to make that agenda a success for every child.

In addition, Halvorson has authored seven books on health care reform. The most recent include *Ending Racial, Ethnic and Cultural Disparities in American Health Care* and *Don't Let Health Care Bankrupt America*.

His book, *Health Care Will Not Reform Itself*, was used as part of the health care reform legislation development.

His final health care book, *Don't Let Health Care Bankrupt America*, deals with the major dysfunctions and the perverse consequences of health care purchasing approaches in the country. That book also has a major section dealing with improving population health and closing the learning gaps in American schools and reducing health care disparities in adults by improving the brain development support processes for young children in America. Both Bill Gates and Warren Buffett have included Halvorson's health care books on their recommended reading lists.

In addition to serving as CEO for six organizations, Halvorson has been a member of more than 30 boards and commissions, and has served as chair for more than a dozen boards, task forces, and commissions, including chairing the American Association of Health Insurance Plans; The International Federation of Health Plans; The Group Health Association of America; The Health Governors for the World Economic Forum in Davos, Switzerland; The Alliance for Quality Care Board of Directors; The Institute of Medicine Learning Task Force; and the Bay Area Council Early Childhood Learning Committee.

Halvorson currently serves on several child development-related task forces and commissions, including the Right Start Commission for the State of California, the long-range planning advisory committee for the Superintendent of Schools for California, the advisory committee for Too Small to Fail, and the CEO Advisory Committee for Ready America.

Halvorson has bachelor's degrees in history, political science, and English from Concordia College, Moorhead, Minn. A Minnesota native, Mr. Halvorson and his wife, Lorie, have five children and live in the San Francisco area.

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Member Biographies

Christine Cassel, MD

UCSF Presidential Chair and Visiting Professor

Former President & Chief Executive Officer, National Quality Forum

Christine K. Cassel is on the faculty at the University of California at San Francisco School of Medicine, where she is working on projects in aging and longevity, the role of technology in health care, biomedical ethics and health policy.



From 2016-2018, Dr. Cassel was Planning Dean for the new Kaiser Permanente School of Medicine, based in Pasadena, CA. From 2013–2016, she was the President and CEO of the National Quality Forum and prior to that served as President and CEO of the American Board of Internal Medicine and the ABIM Foundation.

Dr. Cassel was one of 20 scientists chosen by President Obama to serve on the President's Council of Advisors on Science and Technology (PCAST). She was the co-chair and physician leader of PCAST reports on health information technology, scientific innovation in drug development and evaluation, systems engineering in healthcare, technology to foster independence and quality of life in an aging population, and safe drinking water systems.

Dr. Cassel graduated from the University of Chicago and completed her MD degree at the University of Massachusetts.

She did her residency in internal medicine at Children's Hospital of San Francisco and University of California at San Francisco, where she also was a founder and graduate of the bioethics fellowship program. She was the first fellow in Geriatric Medicine at the Portland VA Medical Center and Oregon Health Sciences University where she returned as Dean of the Medical School in 2001. She was chair of the Department of Geriatrics and Adult Development at Mount Sinai School of Medicine, and Chief of General Internal Medicine at the University of Chicago. Dr. Cassel is a leading expert in geriatric medicine, medical ethics, health policy, and quality of care.

Among her many professional achievements and honors, Dr. Cassel was elected to membership of the National Academy of Medicine in 1992. She was the first woman to be President of the American College of Physicians and, subsequently, Chair of the American Board of Internal Medicine. She has served as Chair of the Board of the Greenwall Foundation, the national foundation for bioethics, was the President of the American Federation for Aging Research; and served on the Advisory Committee to the Director at the National Institutes of Health. Dr. Cassel's other board service includes serving on the Boards of Kaiser Foundation Health Plan and Hospitals; Premier, Inc; and the Russell Sage Foundation. She has served as a board member or scientific advisor to a number of start-ups in digital health information, pharmacogenetics and home care. She has received numerous honorary degrees and is a Fellow of the Royal Colleges of Medicine of the U.K. and Canada. She is author of over 200 articles and author or editor of 11 books, including one of the leading textbooks in geriatric medicine, and Medicare Matters: What Geriatric Medicine Can Teach American Health Care.

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Member Biographies

Helen Darling

Strategic Advisor on Health Benefits

Former President & Chief Executive Officer, National Business Group on Health

Former Interim President & Chief Executive Officer, National Quality Forum



Helen Darling is currently Strategic Advisor on Health Benefits and Health Care in Washington, DC. Until February 2017, she was Interim President & CEO of the National Quality Forum, an independent, nonprofit organization that brings together leaders and experts to improve healthcare quality and safety through measurement.

From 2001 to May 1, 2014, Helen was President & CEO of the National Business Group on Health, a national nonprofit, membership organization devoted exclusively to providing practical solutions to its employer members' most important health care problems and representing large employers' perspectives on national health policy issues. Its 420 members, including 72 of the Fortune 100 in 2017, purchase health and disability benefits for over 50 million employees, retirees, and dependents.

Helen is past Chair and current member of the Board of Directors of the National Quality Forum and a Director of the congressionally created Reagan-Udall Foundation, which supports the mission of the US Food and Drug Administration. She serves on the Board of Directors of Teladoc, Inc. She participated on the Committee on Performance Measurement of the National Committee for Quality Assurance (co-chair for 10 years). She currently serves on the Medical Advisory Panel, Center for Clinical Effectiveness, Blue Cross Blue Shield Association, and Advisory Board for the Peterson Foundation.

Becker's Hospital Review named Helen one of the 60 Most Powerful People in health care in 2016. For several years, she was named one of the 100 Most Influential People in Health Care by *Modern Healthcare* and One of the Top 25 Women in Health Care. She was awarded the NCQA's Health Quality Leader Award (2012); the President's Award by the American College of Occupational and Environmental Medicine (2010); and WorldatWork's Keystone Award, its highest honor for sustained contributions to the field of human resources and benefits (2009). In 2003, Helen received a lifetime appointment as a National Associate of the National Academy of Sciences for her work for the Institute of Medicine.

Previously, Helen directed the purchasing of health benefits and disability at Xerox Corporation. She was a principal at William W. Mercer and practice leader at Watson Wyatt. Earlier in her career, she was an adviser to Senator David Durenberger on the Health Subcommittee of the Senate Finance Committee. She also directed three studies at the Institute of Medicine.

Helen earned a master's degree in demography/sociology and a Bachelor of Science degree cum laude from the University of Memphis.

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Wyatt W. Decker, M.D., MBA

Chief Executive Officer (CEO), OptumHealth

Former Chief Medical Information Officer, Mayo Clinic

Former CEO of Mayo Clinic in Arizona



Wyatt Decker, M.D., MBA, joined Optum in 2019. In his role as chief executive officer of OptumHealth, Dr. Decker oversees the care delivery and ambulatory care capabilities of OptumCare, as well as major platforms serving Behavioral Health, Population Health, Complex Care, and consumer offerings at Optum. He is leveraging the full value of Optum's distinctive assets in data, analytics, technology and clinical expertise to improve the health outcomes and experiences for the millions of people receiving care in local care systems and everywhere Optum serves consumers and patients.

Prior to joining Optum, Dr. Decker served for more than two decades at Mayo Clinic, one of the largest not-for-profit, academic health systems in the U.S. He most recently held the dual role of chief medical information officer for Mayo Clinic, and CEO of Mayo Clinic in Arizona.

At Mayo Clinic, Dr. Decker pioneered the use of innovative digital technologies, including telemedicine and AI, to deliver health care expertise to affiliated care providers nationwide, as well as leading the digital strategy around engaging and empowering patients.

Under his leadership, Mayo Clinic in Arizona was named the number one safest teaching hospital in the U.S., the number one hospital in Arizona by U.S. News and World Report and achieved the highest possible CMS ratings for both patient quality and patient experience. He oversaw the launch of the Mayo Clinic Alix School of Medicine's Arizona campus, and the building of an advanced, National Cancer Institute-designated Cancer Center.

Dr. Decker also has served as a Professor of Emergency Medicine at the Mayo Clinic College of Medicine and directed the Emergency Medicine Residency Training program at Mayo Clinic.

Dr. Decker holds an M.D. from Mayo Clinic Alix School of Medicine and an MBA from Kellogg School of Management, Northwestern University and a Bachelor of Science from University of California, Santa Cruz.

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Member Biographies

Lynn R. Goldman M.D, M.S., M.P.H.

Michael and Lori Milken Dean and Professor of Environmental and Occupational Health at the Milken Institute School of Public Health at the George Washington University

Former Assistant Administrator for Toxic Substances at the U.S. Environmental Protection Agency



Lynn R. Goldman, a pediatrician and an epidemiologist, is the Michael and Lori Milken Dean and Professor of Environmental and Occupational Health at the Milken Institute School of Public Health at the George Washington University. She is a renowned expert in pediatric environmental health and chemicals policy. Dr. Goldman has contributed academic scholarship that has helped shape this field of study. She also has translated research to policy by writing policy analyses and congressional testimony in service of successful efforts by Congress to enact reforms to federal pesticide law (the 1996 Food Quality Protection Act) and federal chemicals law (the 2016 Lautenberg Chemical Safety Act for the 21st Century).

Previously, Dr. Goldman was Professor of Environmental Health Sciences at the Bloomberg School of Public Health, Johns Hopkins University (1999–2010); Assistant Administrator for Toxic Substances at the U.S. Environmental Protection Agency, where she directed the Office of Chemical Safety and Prevention (1993–1998); and Chief of the Division of Environmental and Occupational Disease Control (as well as other positions) at the California Department of Public Health.

Dr. Goldman is a member of the National Academy of Medicine (NAM) and received the NAM Walsh McDermott Award for service to the academy. She is a recipient of the Heinz Award for Global Environmental Change and the American Public Health Association Environment Section's Homer M. Calver Award. She has received alumna awards from Hopkins (Woodrow Wilson Award for Excellence in Government and Society of Scholars); UC San Francisco (150th Anniversary Alumni Excellence Award); and the UC Berkeley School of Public Health (Alumna of the Year and its Influential Alumni Award). Dr. Goldman serves on both the NAM Council and the National Academy of Sciences Governing Board; the Environmental Defense Fund Board of Trustees; the Advisory Committee to the Director of the US Centers for Disease Control and Prevention; the chair of the NIH Advisory Committee for the ECHO Study; chair-elect of the Association of Schools and Programs of Public Health and member of the NIH National Advisory Environmental Health Sciences Council.

Dr. Goldman earned her BS and MS from UC Berkeley, an MD from UC San Francisco; an MPH from Johns Hopkins University; and completed her pediatric residency training at the UCSF Benioff Children's Hospital in Oakland.

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Member Biographies

Darin Gordon

President & Chief Executive Office of Gordon & Associates, LLC

Founding Partner of Speire Healthcare Strategies, LLC

Commissioner, Medicaid and CHIP Payment and Access Commission (MACPAC)

Former Director, Tennessee Medicaid Program - TennCare



Darin Gordon is the former Director of Tennessee's Medicaid program - TennCare, a \$12 billion health care enterprise that provides services to over 1.5 million Tennesseans. Darin has 20 years of experience in public healthcare finance, policy, and operations.

Under Darin's leadership, the TennCare program had maintained record low cost trends while patient satisfaction scores reached record highs of 95 percent. During his time there, the program was also nationally recognized for a variety of innovations and leadership in managed care and payment and delivery system reform. As the longest-serving Director of TennCare, Darin has served with both Democrat and Republican Governors.

Darin's contributions extend beyond Tennessee as well. He has been involved in healthcare policy and innovation nationally through consultations with more than 35 states; in his leadership roles as Vice President, President, and Immediate Past President of the National Association of Medicaid Directors; and his involvement in a variety of National Governors Association, healthcare-related initiatives, and task forces. He has consulted widely with health officials from other countries.

Darin is a Fellow of the Medicaid Leadership Institute and a Fellow of the Nashville Health Care Council Fellows program. He previously served as a board member of Leadership Health Care. He is a member of the Cressey & Company Distinguished Executives Council and Director of Addus Homecare, Unified Care Group, Upperline Health, Advanced Care Partners, HHA Exchange and Siloam Health. He serves as Chairman of 180 Health Partners and is an Advisor for myNEXUS. Gordon also serves as a Commissioner to the Medicaid and CHIP Payment and Access Commission, which is charged with advising Congress on Medicaid and CHIP policy.

As President & CEO of Gordon & Associates, LLC, Darin guides the delivery of solutions to complex healthcare issues and provides strategic planning and consulting to clients throughout the country and across the entire healthcare ecosystem, including government, payers, providers, investors, and other consulting practices.

Darin is also a Founding Partner of Speire Healthcare Strategies, LLC where he advises executives on navigating and responding to the continually changing health policy landscape and assists his clients with designing and implementing successful solutions.

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Member Biographies

James Peake, M.D.

Senior Vice President, CGI

Lieutenant General USA (Retired)

Former Secretary, U.S. Department of Veterans Affairs

Former Surgeon General, US Army



Dr. James Peake, a member of the CGI Federal Board, and Senior Vice President of CGI since 2009, has had roles including responsibility for overarching U.S. and European strategy in CGI's evolving Health Industries; President of CGI Federal, a wholly owned U.S. operating subsidiary of CGI Group, Inc., serving the civilian, defense, and intelligence sectors of the U.S. federal government; and now as a senior executive working across CGI to support strategic initiatives.

President George W. Bush nominated Dr. Peake to be Secretary of Veterans Affairs on October 30, 2007, and he was unanimously confirmed by the Senate on December 14, 2007. Dr. Peake served as Secretary from December 2007 through January 2009. As Secretary, he was the principal advocate for veterans in the U.S. government and directed the nation's second largest cabinet department, responsible for a nationwide system of healthcare services, benefits programs, and national cemeteries for America's veterans and dependents. During his tenure, the VA employed more than 280,000 people at hundreds of medical centers,

nursing homes, benefits offices, and national cemeteries throughout the country. VA's budget for fiscal year 2009 was \$97.5 billion.

A St. Louis, Mo. native, Dr. Peake received his Bachelor of Science degree from the U.S. Military Academy at West Point in 1966 and was commissioned a second lieutenant in the U.S. Army Infantry. Following service in Vietnam with the 101st Airborne Division where he was awarded the Silver Star, a Bronze Star with "V" device, and the Purple Heart, Dr. Peake entered medical school at Cornell University in New York. He was awarded a medical doctorate in 1972.

Dr. Peake began his Army medical career as a general surgery resident at Brooke Army Medical Center, Fort Sam Houston, Texas. He retired from the Army in 2004 as U.S. Army Surgeon General following service as a general surgeon, cardiac surgeon and commander of several medical organizations. As Army Surgeon General, Dr. Peake commanded 50,000 medical personnel and 187 army medical facilities worldwide. Before his appointment as U.S. Army Surgeon General, Dr. Peake was Commanding General of the U.S. Army Medical Department Center and School, one of the largest medical training facilities in the world with 30,000 students annually. After retiring as a Lieutenant General, Dr. Peake served as Executive Vice President and Chief Operating Officer of Project HOPE, a non-profit international health foundation operating in more than 30 countries. Just prior to his nomination as Secretary of Veterans Affairs, he served as Chief Operating Officer and a member of the Board of Directors for QTC, one of the largest private providers of government outsourced occupational health and disability examination services in the nation.

Dr. Peake is a Fellow of the American College of Surgeons, Society of Thoracic Surgeons, American Surgical Association, and the American College of Cardiology. He is a past president of the American Telemedicine Association and serves on the boards of HIMSS, OSEHRA, Brainscope, Inc., and Cellphire.

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Member Biographies

Glenn D. Steele Jr., MD, Ph.D.

Chairman, GSteele Health Solutions

Former President and Chief Executive Officer, Geisinger Health System



Glenn D. Steele Jr., MD, PH.D. serves as Chairman of GSteele Health Solutions, an independently operated venture launched to help healthcare organizations create value and improve quality. He is the former Chairman of xG Health Solutions (2013-2018) and former President and Chief Executive Officer of Geisinger Health System (2001-2015), an integrated health services organization in central and northeastern Pennsylvania nationally recognized for its innovative use of the electronic health record and the development and implementation of innovative care models.

Dr. Steele previously served as the dean of the Biological Sciences Division and the Pritzker School of Medicine, University of Chicago, and as vice president for medical affairs and the Richard T. Crane Professor in the Department of Surgery. Prior to that, he was the William V. McDermott Professor of Surgery at Harvard Medical School; president and chief executive officer of Deaconess Professional Practice Group, Boston, MA; and chairman of the department of surgery at New England Deaconess Hospital (Boston, MA). He is past Chairman of the

American Board of Surgery. His investigations have focused on the cell biology of gastrointestinal cancer and pre-cancer and most recently on innovations in healthcare delivery and financing. A prolific writer, he is the author or co-author of more than 500 scientific and professional articles.

A member of the National Academy of Medicine, Dr. Steele has served as a member on the Roundtable on Value and Science-driven Healthcare, the Committee on the Governance and Financing of Graduate Medical Education, the Vital Directions for Health and Health Care Steering Committee, and the Committee on Reviewing Evidence to Identify Highly Effective Clinical Services (HECS). He is a fellow of the American College of Surgeons; a member of the American Surgical Association and the American Society of Clinical Oncology; and past president of the Society of Surgical Oncology.

Dr. Steele serves on the following boards and national committees: Health Transformation Alliance (Vice Chair), Bucknell University Board of Trustees (Emeritus), City of Hope Board of Directors, Ingenious Med Board of Directors, PTC Therapeutics Board of Directors, Stratus Video Board of Directors, Synaptive Medical Board of Directors, Synzi Board of Directors, Wellcare Health Plans Inc. Board of Directors, and the Peterson Center on Healthcare Advisory Board. He formerly served on the following boards: Agency for Integrated Care (AIC) Singapore; Cepheid Board of Directors; Harvard Medical Faculty Physicians Board at Beth Israel Deaconess Medical Center; Healthcare Innovation Program (HIP) External Advisory Board (Emory University); Premier, Inc. Board (Chairman 2011-2013); Temple University School of Medicine Board of Visitors; Weis Markets, Inc.; Congressional Budget Office Panel of Health Advisers; Commonwealth Fund's Commission on a High Performance Health System; and American Hospital Association (AHA) Board of Trustees.

Dr. Steele is the recipient of several awards: NYU School of Medicine's Solomon A. Berson Medical Alumni Achievement Award in Health Science, Medicine and the Arts (2016); AHA's Justin Ford Kimball Innovators Award (2015); NHL Gail L. Warden Healthcare Leadership Award (2014); HFMA Board of Directors' Award (2011); AHA Health Research & Education Trust Award (2010); AHA's Grassroots Champion Award (2007); and CEO IT Achievement Award (2006). He has been named consecutive times to *Modern Healthcare's* 50 Most Powerful Physician Executives in Healthcare, *Modern Healthcare's* 100 Most Powerful People in Healthcare and *Becker's Hospital Review* 100 Non-Profit Hospital Health System CEOs-to-know List.

Dr. Steele received his bachelor's degree in history and literature from Harvard College and his medical 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. in microbiology at Lund University in Sweden.

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Member Biographies

Reed V. Tuckson, MD, F.A.C.P.

Managing Director, Tuckson Health Connections, LLC

Former Executive Vice President and Chief of Medical Affairs for UnitedHealth Group



Reed V. Tuckson, MD, FACP, is Managing Director of Tuckson Health Connections, LLC, a vehicle to advance initiatives that support optimal health and wellbeing through the intersection of individual and community health promotion and disease prevention; applied data and analytics; enhanced quality and efficiency in care delivery; and the application of telehealth and biotech innovations.

Previously, he enjoyed a long tenure as Executive Vice President and Chief of Medical Affairs for UnitedHealth Group, a Fortune 20 health and wellbeing company, which includes the nation's largest health insurer and the industry's most comprehensive health services company. A Section 16 officer of the company, Dr. Tuckson was a member of the Executive Operating Committee and responsible for oversight of the company's Foundation.

A recognized leader in his field, Dr. Tuckson is honored to have been appointed to leadership roles at the National Institutes of Health; National Academy of Medicine; numerous Federal Advisory Committees; and corporate, non-profit and academic boards. Dr. Tuckson is an elected member of the National Academies of Sciences, Engineering, and Medicine, currently serving in leadership positions on the Health Sciences Policy Board; the Leadership Consortium for a Value & Science-Driven Health System; Co-Chair of the Digital Learning Collaborative; and a member of the Artificial Intelligence/Machine Learning Working Group and their Business Action Collaborative. His previous leadership roles at the NAM include Chair of the Committee on Post-Disaster Recovery of a Community's Public Health, Medical and Social Services; a member of the Committee on Ensuring Patient Access to Affordable Drug Therapies; the Forum on Medical and Public Health Preparedness for Catastrophic Events; and the Committee on the Consequence of Uninsurance, among others.

Dr. Tuckson has experience as a member of corporate boards, currently serving on the Board of Directors of Cell Therapeutics, Inc., a public corporation concerned with the development of cancer pharmaceuticals. Previously, he has served on the Board of Lifepoint Health, a multi-state for profit hospital system focusing on rural communities' health enhancement; as the Chairman of the Board of Directors for the Telehealth company, ViTel Net, LLC; a member of the Board of Inform Genomics, an early stage data and analytic company; and as a member of the Board of Directors of Baxter International.

Currently, Dr. Tuckson is Chairman of the Board for the Alliance for Health Policy; chairman of Verily's "Project Baseline" Advisory Board; a member of the Boards of AcademyHealth, the People-Centered Research Foundation, and EVERMORE, a foundation focused on parents who have experienced a child death. He is also a member of the Advisory Boards of the Johns Hopkins Berman Institute of Bioethics and for the federal government consultant organization MITRE.

He has served in Federal Advisory roles as a former Chairman of the Secretary of Health's Advisory Committee on Genetics, Health and Society; as well as several U.S. Government cabinet level health advisory committees concerned with health reform, infant mortality, children's health, violence, and radiation testing.

Dr. Tuckson's engagement on academic boards include his current service on the Board of Trustees at Howard University, where he Chairs the Health Sciences Committee; and is a former member of the Board of Trustees at the medical research-intensive Rockefeller University. Dr. Tuckson is the author of *The Doctor in the Mirror*, an ongoing book and online senior patient activation and education project. He has been recognized several times by *Modern Healthcare Magazine* within its listing of the "50 Most Powerful Physician Executives" in healthcare and by *Black Enterprise Magazine* as one of the "Most Powerful Executives in Corporate America". Additionally, Dr. Tuckson is a former President and member of the Board of the American Telemedicine Association.

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Dr. Tuckson's career accomplishments include serving as the Senior Vice President for Professional Standards of the American Medical Association; President of the Charles R. Drew University of Medicine and Science; Senior Vice President of the March of Dimes Birth Defects Foundation; and Commissioner of Public Health for the District of Columbia;

He is a graduate of Howard University, Georgetown University School of Medicine, and the Hospital of the University of Pennsylvania's General Internal Medicine Residency and Fellowship Programs, where he was also a Robert Wood Johnson Foundation Clinical Scholar studying at the Wharton School of Business.

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Member Biographies

Mary K. Wakefield, Ph.D., R.N., F.A.A.N.

Visiting Distinguished Professor in the Practice of Health Care, Georgetown University

Visiting Professor and Distinguished Fellow, University of Texas at Austin

Former Deputy Secretary, Department of Health and Human Services (HHS)

Former Administrator, Health Services and Resources Administration (HRSA)



Mary K. Wakefield PhD, RN, FAAN is the Visiting Distinguished Professor in the Practice of Health Care at Georgetown University and a Visiting Professor and Distinguished Fellow at the University of Texas at Austin.

Prior to these appointments, in March 2015, President Obama named Dr. Wakefield as the Acting Deputy Secretary of HHS, the second most senior position in the Department. She held this position through January 20, 2017. Dr. Wakefield was responsible for overseeing management and operations of HHS, a department with a \$1 trillion budget and 80,000 employees. In addition, she led strategic Department-wide initiatives in key health policy areas, with a focus on health and human service programs for vulnerable populations. Her domestic policy work largely focused on improving health status for underserved populations, including strengthening health programs for American Indians and Alaska Natives and improving data analysis to better understand the health needs of rural populations. Dr. Wakefield frequently represented the Department in meetings with health ministers to discuss challenges ranging

from substance addiction and HIV AIDS to delivery system reform and ensuring access to healthcare services.

Before her service as Acting Deputy Secretary, Dr. Wakefield was appointed by President Obama as the Administrator of HRSA. With a budget over \$10 billion, HRSA programs impact the health of individuals, families, and communities in all 50 states. From 2009 to 2015, Wakefield led and initiated program improvements at HRSA to further strengthen the healthcare workforce, build healthier communities, increase health equity, and provide healthcare services to people who are geographically isolated and economically or medically vulnerable.

Dr. Wakefield's public service career also encompasses more than 8 years working in the U.S. Senate where she served as a legislative assistant and later as chief of staff to two North Dakota senators (Kent Conrad and Quentin Burdick).

Dr. Wakefield has extensive academic experience, including associate dean for rural health at the School of Medicine and Health Sciences University of North Dakota; director of the Center for Health Policy, Research and Ethics at George Mason University in Fairfax, VA; and faculty member and area chair in the College of Nursing, University of North Dakota. Dr. Wakefield also worked on site as a consultant to the World Health Organization's Global Programme on AIDS in Geneva, Switzerland.

Dr. Wakefield is a member of the National Academy of Medicine (formerly the IOM) and a fellow in the American Academy of Nursing. She has served on public and not-for-profit boards and committees, bringing expertise in nursing, healthcare quality, and access to care and health workforce. Dr. Wakefield served on the IOM committee that produced the landmark reports, *To Err is Human* and *Crossing the Quality Chasm*. She also co-chaired the IOM committee that produced the report, *Health Professions Education a Bridge to Quality*, and chaired the committee that produced the report, *Quality through Collaboration: Health Care in Rural America*.

Dr. Wakefield serves as a member of the Macy Foundation, New York and the MITRE Health Advisory Committee, Washington, DC. Her prior service includes membership on the Medicare Payment Advisory Commission, Chair of the National Advisory Council for the Agency for Healthcare Research and Quality, member of President Clinton's Advisory Commission on Consumer Protection and Quality in the Health Care Industry, member of the National Advisory Committee to HRSA's Office of Rural Health Policy, and member of the Commonwealth Fund's Commission to Create a High Performing Health System.

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Dr. Wakefield earned a Bachelor of Science degree in nursing from the University of Mary in Bismarck and master's and doctoral degrees in nursing from the University of Texas at Austin. She has completed Harvard University School of Government's Program for Senior Managers in Government. Dr. Wakefield is a Registered Nurse and began her nursing career in medical-surgical and intensive care nursing. She is a native of Devils Lake, North Dakota.

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Jonathan Woodson, MD, MSS

Director, Boston University Institute for Health System Innovation and Policy

Major General, U.S. Army Reserve

Commanding General, Army Reserve Medical Command

Former Assistant Secretary of Defense for Health Affairs, U.S. Department of Defense



Dr. Jonathan Woodson leads Boston University's university-wide Institute for Health System Innovation and Policy. He is a Larz Anderson Professor in Management and Professor of the Practice at the Boston University Questrom School of Business and holds joint appointments as Professor of Surgery at the Boston University School of Medicine and Professor of Health Law, Policy and Management at the Boston University School of Public Health.

Dr. Woodson also holds the rank of Major General in the U.S. Army Reserve. MG Woodson assumed duty as Army Reserve Medical Command Commanding General on March 31, 2019, following his previous assignment as 3rd Medical Command Deputy Commanding General. He has served in a variety of assignments from the tactical level through Corps, which include Commander of the 399th Combat Support Hospital,

330th Medical Brigade, and 804th Medical Brigade, Deputy Commander for the Army Reserve Medical Command, and assignment as the Assistant Surgeon General for Reserve Affairs, Force Structure, and Mobilization. His operational deployments include Operation Desert Storm, Operation Iraqi Freedom, and Operation Enduring Freedom. Additionally, MG Woodson deployed to Kosovo as a part of Task Force Medical Falcon IV.

From 2010-2016, following his appointment by President Barack Obama, Dr. Woodson served as the Assistant Secretary of Defense (ASD) for Health Affairs for the United States Department of Defense. In this role, he served as the principal advisor to the Secretary of Defense for all health and force health protection-related issues and ensured the effective execution of the Department of Defense's medical mission. His organization provided and maintained medical readiness for the medical services including and during military operations, those held in control of the military services, and those entitled to TRICARE. He exercised authority, direction, and control over the Defense Health Program (\$50+ billion), Defense Health Agency, Uniformed Services University of the Health Sciences, Armed Forces Radiobiology Research Institute, Defense Center of Excellence for Psychological Health and Traumatic Brain Injury, and the TRICARE Health Plan serving 9.5 million beneficiaries. During his tenure, Dr. Woodson led the Military Health System through the most significant transformation in 5 decades. For this work, he was awarded the Department of Defense Distinguished Public Service Medal (highest award given by DoD).

While serving as ASD, Dr. Woodson co-Chaired several Presidential Commissions' and Delegations. In 2015 he was named one of the most influential medical policy leaders in Washington (Executive Mosaic) and in 2016 one of the Top 25 minority executives in health care (Modern Health).

In 2017, the George Washington Milken Institute and School of Public Health and Black Doctors.Org named him one of the top African Americans in healthcare. Additionally, Savoy Magazine named him to their list of Heroes in Medicine.

A native of New York City, Dr. Woodson is a graduate of the City College of New York and the New York University School of Medicine. He received his postgraduate medical education at the Massachusetts General Hospital / Harvard Medical School and completed residency training in Internal Medicine, General, and Vascular Surgery. He is board certified in Internal Medicine, General Surgery, Vascular Surgery, and Critical Care Surgery. Additionally, he holds a master's degree in Strategic Studies from the U.S. Army War College.