





**Dr. Robert H. Brook, MD, ScD.**, holds the Distinguished Chair in Health Care Services at the RAND Corporation, where he previously served for 19 years as vice president and director of RAND Health. He is also a senior principal physician policy researcher at the RAND Corporation, a professor at the Pardee RAND Graduate School and professor of Medicine and Health Services at UCLA, where he directs the Robert Wood Johnson Clinical Scholars Program. He led the Health and Quality Group on the \$80M Health Insurance Experiment and was co-principal investigator on the Health Services Utilization Study.



**Dr. Craig Jones** is the Director of the Vermont Blueprint for Health, a program established by the State of Vermont, under the leadership of its Governor, Legislature and the bi-partisan Health Care Reform Commission. The Blueprint is intended to guide statewide transformation of the way that health care and health services are delivered in Vermont. The program is dedicated to a high value, high quality health care system for all Vermonters, with a focus on prevention.



**Arielle Mir, MPA**, is the Director of Communications at Nuna. Prior to joining Nuna, she was the assistant director of the Medicare Payment Advisory Commission (MedPAC), where she led the Commission's Congressional liaison, external affairs, and press work. Arielle was awarded the Presidential Management Fellowship in 2007 and served at the Centers for Medicare and Medicaid Services (CMS). Arielle earned her MPA from the Woodrow Wilson School of Public and International Affairs at Princeton University.



**John Freedman, MD, MBA**, Principal of Freedman HealthCare LLC, has 25 years' experience in performance measurement & improvement, health IT, care delivery, and health care reform. Before founding Freedman HealthCare in 2006, he held leadership roles at multiple innovative health care firms. Dr. Freedman served as the Medical Director for Quality at Kaiser Permanente in Colorado, and as Medical Director for Specialty Services at one of the Northeast's largest community health centers, overseeing 50 staff in 16 specialties. Dr. Freedman graduated Harvard College, University of Pennsylvania School of Medicine, and the University of Louisville School of Business. Freedman HealthCare is a leading consulting firm in health care reform, health policy analysis and development, and it has been engaged in many states to create all-payer claims databases, implement health insurance exchanges, and support health care transformation.



**Karen C. Tseng, JD**, is Senior Health Care Counsel in the Massachusetts Attorney General's Office (AGO), where she directs initiatives to protect health care consumers, increase market transparency, and advance universal health care reform. Ms. Tseng has more than 10 years of experience leading policy and law enforcement actions on behalf of Massachusetts residents, having previously served as Health Care Division Chief and Assistant Attorney General at the AGO, as the first Policy Director for Market Performance at Massachusetts's Health Policy Commission, and as a consumer protection attorney and Lecturer on Law at Harvard Law School. Ms. Tseng is a graduate of Harvard Law School and Harvard College.



**Dr. Jan Lee, MD, MMM, FAFP**, serves as the Chief Executive Officer of the Delaware Health Information Network (DHIN), the nation's first state-wide clinical health information exchange. Overseeing a budget of \$8.5M, she works with key leaders in the State and the state-wide healthcare community to aggregate clinical data from hospitals, laboratories, radiology centers, ambulatory practices, and health plans into a longitudinal health record.