



State and private sector innovation *and* *the future of* US healthcare

April 25, 2017

DUKE-MARGOLIS CENTER FOR HEALTH POLICY
WASHINGTON, DC

Agenda

11:30 AM – **REGISTRATION AND NETWORKING RECEPTION**
12:00 PM

12:00 – **STATE AND PRIVATE SECTOR INNOVATION**
12:20 PM

- Mark B. McClellan, MD, PhD, Director and Robert J. Margolis, MD, Professor of Business, Medicine and Health Policy

12:20 – **NAVIGATING THE FUTURE STATE OF US HEALTHCARE**
12:40 PM

- Shubham Singhal, Senior Partner, Global Leader, Healthcare Practice, McKinsey & Company

12:40 – **IMPLEMENTING CHANGE AT THE STATE-LEVEL: MEDICAID**
1:25 PM

- Thomas Barker, Partner and Co-Chair of the Healthcare Practice, Foley Hoag
- Jason Helgersen, Medicaid Director, New York
- Tim Ward, Senior Partner, McKinsey & Company
- Moderator: Aaron McKethan, PhD, Senior Policy Fellow, Robert J. Margolis, MD, Center for Health Policy, Duke University

1:25 – **IMPLEMENTING CHANGE AT THE STATE-LEVEL: INDIVIDUAL MARKETS**
2:10 PM

- Erica Hutchins Coe, Partner, McKinsey & Company
- Peter V. Lee, Executive Director, Covered California
- Dennis Matheis, President Central Region & Exchange, Anthem
- Moderator: Mark B. McClellan, MD, PhD

2:10 – **PRIVATE SECTOR INNOVATORS EFFECTING HEALTHCARE CHANGE**
2:55 PM

- David T. Feinberg, MD, MBA, President and CEO, Geisinger Health System
- J. Mario Molina, MD, President and CEO, Molina Healthcare
- Moderator: David Knott, Senior Partner, McKinsey & Company

2:55 – **ACHIEVING SOLUTIONS AT THE STATE-LEVEL**
3:25 PM

- US Senator Bill Cassidy

3:25 – **CONCLUDING REMARKS**
3:30 PM

- Mark B. McClellan, MD, PhD

The views and opinions expressed are those of the Speakers and/or Facilitators and are not necessarily those of either Duke-Margolis or McKinsey & Company.



Speakers



MARK B. MCCLELLAN, MD, PhD, DIRECTOR AND ROBERT J. MARGOLIS, MD, PROFESSOR OF BUSINESS, MEDICINE AND HEALTH POLICY

Dr. McClellan is a doctor and an economist whose work has addressed a wide range of strategies and policy reforms to improve healthcare, including payment reforms to promote better outcomes and lower costs, methods for development and use of real-world evidence, and approaches for more effective drug and device innovation.

Dr. McClellan is a former administrator of the Centers for Medicare & Medicaid Services (CMS) and former commissioner of the U.S. Food and Drug Administration (FDA), where he developed and implemented major reforms in health policy.

Dr. McClellan has served as a member of the President's Council of Economic Advisors and as Deputy Assistant Secretary of the Treasury for Economic Policy. He was also a Senior Fellow at the Brookings Institution and a professor of economics and medicine at Stanford University where he directed the Program on Health Outcomes Research.

SHUBHAM SINGHAL, SENIOR PARTNER, GLOBAL LEADER, HEALTHCARE PRACTICE, MCKINSEY & COMPANY

Shubham Singhal, a Senior Partner in McKinsey's Detroit office, leads the Firm's Global Healthcare Practice. He serves leading healthcare institutions on all top-management agenda topics. His primary areas of focus include issues of corporate strategy, growth strategy, M&A, business building, and large-scale performance transformation.



Shubham has extensively served payors, both national and regional for over ten years. He also serves providers, healthcare IT companies, and pharmacy players. Shubham has led the significant expansion of McKinsey's healthcare practice's research through the McKinsey Center for US Health System Reform and the McKinsey Center for Healthcare Innovation as well as the breadth and depth of its client service capabilities through McKinsey Actuarial, McKinsey Healthcare Analytics & Delivery, McKinsey Implementation and the McKinsey Digital Health Transformation Initiative.

Shubham graduated with an MBA from Carnegie Mellon with University Honors and an undergraduate degree in Mechanical Engineering from the Indian Institute of Technology, Bombay as a National Talent Scholar. Prior to McKinsey, Shubham worked in various executive positions at Unilever.



THOMAS BARKER, PARTNER AND CO-CHAIR OF THE HEALTHCARE PRACTICE, FOLEY HOAG

Thomas Barker joined Foley Hoag in March 2009. Thomas focuses his practice on complex federal and state healthcare legal and regulatory matters with a special expertise in Medicare and Medicaid law and regulations and the regulatory implementation of the federal healthcare reform law, the Patient Protection and Affordable Care Act (ACA).

Prior to joining the firm, he was acting General Counsel at the U.S. Department of Health and Human Services (HHS) and General Counsel of the Centers for Medicare & Medicaid Services (CMS). Prior to his service at HHS, Thomas was regulatory counsel to the Massachusetts Hospital Association during the 1990s. He is a member of the adjunct faculties of the George Washington University School of Public Health and Health Services and Suffolk University School of Law.

JASON HELGERSON, MEDICAID DIRECTOR, STATE OF NEW YORK

Jason Helgersen became New York's Medicaid Director on January 5, 2011. New York's Medicaid program provides vital healthcare services to over 6.2 million New Yorkers and has an annual budget in excess of \$60 billion. Jason also serves as the Executive Director for New York's Medicaid Redesign Team, nationally recognized as a 2015 Innovation in American Government Finalist by the Harvard Kennedy School of Government. In this capacity he leads Governor Cuomo's effort to fundamentally reshape the state's Medicaid program in order to both lower costs and improve healthcare quality. In 2015, Jason was recognized as a Public Official of the Year by Governing Magazine.



Prior to arriving in New York, Jason was Wisconsin's Medicaid Director. Jason was also the principal project sponsor for BadgerCare Plus, former Wisconsin Governor Jim Doyle's signature healthcare initiative, and served as Executive Assistant/Policy Director to the Secretary of the Wisconsin Department of Health and Family Services (DHFS) from February 2005 to March 2007. Prior to joining DHFS, Jason served as the Executive Assistant for the Wisconsin Department of Revenue and as the Senior Education Policy Advisor for Mayor Ron Gonzales of the City of San Jose, CA. Jason received his Master of Public Policy degree from the University of Chicago in 1995, and his B.A. in Political Science from American University in Washington, DC in 1993. Jason is also a Clinical Associate Professor at the State University of New York at Albany, School of Public Health.



TIM WARD, SENIOR PARTNER, MCKINSEY & COMPANY

Tim is the Managing Partner in Southern California and leads McKinsey's work in Medicaid and co-leads McKinsey's State & Local Government Practice. Tim has more than 18 years of consulting experience. Since joining McKinsey in 2004, his work has spanned a wide range of healthcare topics for payors, providers, pharmacy benefit managers, and pharmaceutical firms.

From 2008-2012 he was the editor of McKinsey's Health International journal. Tim was previously based in McKinsey's London office where he helped lead McKinsey's support to European health regions, payors, and providers during an intensive phase of the region's healthcare reforms. Tim serves on the Board of Big Brothers Big Sisters of Greater Los Angeles. He holds an MA with first-class honors in philosophy, politics and economics from University College, Oxford, where he was awarded the university's Hicks & Webb-Medley Prize in Economics.

AARON MCKETHAN, PHD, SENIOR POLICY FELLOW, ROBERT J. MARGOLIS, MD, CENTER FOR HEALTH POLICY, DUKE UNIVERSITY

Aaron McKethan, PhD is a Senior Policy Fellow at the Robert J. Margolis, MD, Center for Health Policy at Duke University, where he oversees projects focused on payment reform and healthcare delivery. Aaron's career has spanned the private sector, government, and academia. Most recently, Aaron was co-founder and executive vice president of a healthcare predictive analytics company that was acquired in 2013. Previously, Aaron was Director of the Beacon Communities program at the Office of the National Coordinator for Health IT at the U.S. Department of Health and Human Services. He served as Research Director in health policy at Engelberg Center for Health Care Reform at the Brookings Institution, where he led projects focused on payment reform, healthcare quality, and state health policy. Prior to Brookings, Aaron was a management consultant at the Lewin Group.



Aaron also serves as Assistant Adjunct Professor of Health Policy and Management at the University of North Carolina's Gillings School of Global Public Health. His work on healthcare delivery innovation and payment reform has appeared in such publications as the Journal of the American Medical Association, the New England Journal of Medicine, and Health Affairs. He earned his BA in political science and PhD in Public Policy Analysis at the University of North Carolina at Chapel Hill. He also serves on the Board of Trustees for the North Carolina State Employees' and Retirees' Health Plan.





ERICA HUTCHINS COE, PARTNER, MCKINSEY & COMPANY

Erica Hutchins Coe, a Partner in the Atlanta office, is a leader of McKinsey's Center for U.S. Health System Reform and part of McKinsey's broader Healthcare Systems & Services Practice. Erica has spent close to 15 years working with the management teams of leading public and private sector healthcare organizations. She is a health insurance expert in the context of a radically new and more complex regulatory era, and her distinctive knowledge cuts across sectors, functions, and geographies. She has been integral in building McKinsey's knowledge of health reform and is currently

leading the firm's efforts to understand implications of the health reform law on specific stakeholders, the U.S. health system, and the broader economy.

Before joining McKinsey, Erica worked for a boutique strategy consultancy serving pharmaceutical, medical device, and diagnostic firms. She was also with Massachusetts General Hospital, collaborating on clinical trial research and assisting in the management of a mental health-focused nonprofit, and spent time working with the Carter Center Mental Health Program under Rosalyn Carter, based in Atlanta. She received her bachelor's degree from Harvard and an MBA and MPH from Columbia University. Erica currently serves on the board of the National Alliance for Mental Illness of NYC.

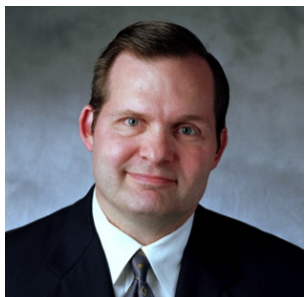
PETER V. LEE, EXECUTIVE DIRECTOR, COVERED CALIFORNIA

Peter V. Lee is the Executive Director of Covered California (the Exchange), where he oversees the planning, development and ongoing administration and evaluation of the Exchange. The Exchange was established by the State of California to support the dramatic expansion of coverage enabled by the Affordable Care Act. The Exchange is creating a marketplace that will assist millions of Californians access affordable health coverage starting in 2014.



Before joining the Exchange, Mr. Lee served in the Obama Administration, first as the Director of Delivery System Reform for the Office of Health Reform for Health and Human Services, where he coordinated delivery reform efforts for Secretary Sebelius including coordinating the preparation of the National Quality Strategy. Mr. Lee then served as the Deputy Director for the Center for Medicare and Medicaid Innovation at the Centers for Medicare and Medicaid Services, where he helped establish the new Center which is testing new payment and delivery system reforms that can promote that delivery of higher- quality, more affordable healthcare.

Before joining the Obama Administration, Mr. Lee led the Pacific Business Group on Health (PBGH), one of the premier coalitions of private and public purchasers in the nation, first as CEO and then as the Executive Director of National Health Policy. Prior to PBGH, Mr. Lee was the Executive Director of the Center for Health Care Rights, a consumer advocacy organization based in Los Angeles. In the 1980s, he worked on healthcare issues in Washington, DC, where he was the Director of Programs for the National AIDS Network. He received his law degree from the University of Southern California and his undergraduate degree from the University of California at Berkeley.



DENNIS MATHEIS, PRESIDENT CENTRAL REGION & EXCHANGE, ANTHEM

Dennis Matheis was Regional President of the Commercial Group and Individual business for Anthem's Central Region, representing more than \$12B in annual revenue. Prior to that, Dennis was the strategic architect and leader of Anthem, Inc.'s Exchange Strategy, positioning the company as a national market leader in exchange membership.

Previous to these roles, Dennis was President of Anthem Blue Cross and Blue Shield in Missouri and HealthLink. Prior to Anthem Dennis has held senior operating roles with both large Payor and Health Care delivery systems.

DAVID T. FEINBERG, MD, MBA, PRESIDENT AND CEO, GEISINGER HEALTH SYSTEM

Dr. David Feinberg is president and CEO of Geisinger Health System, one of the nation's largest health services organizations, which is known for reinventing medical care. Geisinger is an integrated healthcare system consisting of 12 hospital campuses; 2 research centers; the Geisinger Commonwealth School of Medicine, educating more than 550 medical and master degree students; over 30,000 employees; 1,600 employed physicians; 420 residents and fellows; and a 551,000-member health plan, all serving and caring for more than 3 million residents in Pennsylvania and New Jersey.



A longtime champion of the patient experience, Dr. Feinberg has caught the industry's attention by introducing Geisinger's latest evolution of its renowned ProvenCare® portfolio — ProvenExperience™ — which allows patients to request a refund based on the outcome of their experiences. Triple-board certified by the American Board of Psychiatry and Neurology in child, adolescent and addiction psychiatry, Dr. Feinberg earned his undergraduate degree at the University of California, Berkeley, and graduated with distinction from the University of Health Sciences/Chicago Medical School. He earned a Master of Business Administration from Pepperdine University. Prior to joining Geisinger, Dr. Feinberg served as CEO of UCLA's hospitals and associate vice chancellor of UCLA Health Sciences, as well as president of UCLA Health System.





**J. MARIO MOLINA, MD, PRESIDENT AND CEO, MOLINA
HEALTHCARE**

Dr. J. Mario Molina is President and CEO of Molina Healthcare, Inc., one of the leading organizations providing quality healthcare for low-income individuals and families. Founded in 1980 by his late father Dr. C. David Molina, Molina Healthcare is a FORTUNE 500 company that currently arranges for the delivery of healthcare services or offers health information management solutions about 8 million individuals and families who receive their care through Medicaid, Medicare and other government-funded

programs in 28 states, the District of Columbia, Puerto Rico and the U.S. Virgin Islands.

Dr. Molina graduated from California State University, Long Beach with a degree in chemistry and was elected to membership in Phi Beta Kappa. He received his medical degree from the Keck School of Medicine of USC in 1984, and was elected to membership in Alpha Omega Alpha. He performed his residency in Internal Medicine at the Johns Hopkins Hospital. He spent the following four years at the University of California, San Diego and the San Diego Veterans Affairs Medical Center as a fellow in Endocrinology and Metabolism. His is certified by the American Board of Internal Medicine in Internal Medicine, as well as Endocrinology and Metabolism. After his fellowship, Molina was appointed assistant professor of medicine at USC. He later received a certificate in management from the Anderson School of Business at UCLA and an honorary doctorate from Claremont Graduate University. In 1991, Molina joined the family firm as Medical Director and then was elected Chairman of the Board in 1996.

DAVID G. KNOTT, SENIOR PARTNER, MCKINSEY & COMPANY

David leads McKinsey's Center for US Health System Reform and is a leader in McKinsey's Healthcare Systems & Services Practice in the Americas. He draws on more than 20 years of experience with healthcare stakeholders, including national insurers, health-maintenance organizations, physician groups, hospital systems, pharmacy benefit managers, specialty companies, and large employers.



Based in New York, David advises clients on the development of corporate, business-unit, and functional strategies, as well as on future operating models, organizational redesign, capability-building programs, and pre- and post-merger integration efforts.

David has published extensively on a variety of healthcare topics, including postreform healthcare, strategies for health plans and exchanges, and transparency in healthcare. He has appeared on television and radio and is an active speaker at many universities and industry forums across the country. He holds a PhD and master's degree in political philosophy from Oxford University, as well as a bachelor's degree with honors from Queen's University in Canada, where he was a gold medalist.



UNITED STATES SENATOR BILL CASSIDY

Dr. Bill Cassidy is the United States Senator for Louisiana. Bill grew up in Baton Rouge, Louisiana and attended Louisiana State University (LSU) for undergraduate and Medical School. For nearly three decades, Bill has provided care for uninsured and underinsured patients in Louisiana's charity hospital system. During this time, he co-founded the Greater Baton Rouge Community Clinic, a clinic providing free dental and healthcare to the working uninsured. Bill also created a private-public partnership to vaccinate 36,000 greater Baton Rouge area children against

Hepatitis B at no cost to the schools or parents. In the wake of Hurricane Katrina, Bill led a group of healthcare volunteers to convert an abandoned K-Mart building into an emergency healthcare facility, providing basic healthcare to hurricane evacuees.

In 1990, Bill joined LSU Medical School teaching medical students and residents at Earl K. Long hospital, a hospital for the uninsured. In 2006, Bill was elected to the Louisiana State Senate. In 2008, he was elected to the United States House of Representatives to represent Louisiana's Sixth Congressional District. In the U.S. House, Bill served on the Energy and Commerce Committee. In 2014, he was elected to the U.S. Senate. He serves on the Health Education Labor & Pensions (HELP), Energy and Natural Resources, Finance, Veterans Affairs and Joint Economic Committees.

