

**MONDAY, JANUARY 25**



**Ellen P. Embrey  
Performing the Duties of Assistant Secretary of Defense  
for Health Affairs**

Ellen P. Embrey is performing the duties of the Assistant Secretary of Defense for Health Affairs and Acting Director of TRICARE Management Activity (TMA). Ms. Embrey shapes DoD health care strategies, policies, and programs to ensure that 9.6 million Service members, families and other beneficiaries receive high quality, cost-effective health care. She oversees the \$47 billion annual budget, resource allocation and execution of the Military Health System (MHS), a global network of 70 military hospitals, 500 health clinics, the Uniformed Services University of Health Sciences, private-sector network partners, and 200,000 military and civilian doctors, nurses, educators, researchers and other medical service providers.

Mrs. Embrey is the Deputy Assistant Secretary of Defense for Force Health Protection and Readiness (FHP&R). Since January 2002, she has aggressively incorporated medical lessons learned from current and previous conflicts into policies, doctrine and practice. Her efforts focused on operational medicine, force health protection, biomedical research and development, medical logistics, health surveillance, international medicine, and public health emergency response.

The policies and programs revised or developed under Ms. Embrey's leadership have transformed the Department's combat casualty care capabilities, created a joint theater trauma system and registry, established individual medical readiness standards, and enhanced the Department's capability to prevent, detect, treat and electronically document deployment related injuries, illness, exposures and concerns for the more than 1.4 million Service members deployed to operational theaters since 2001.

In 2004, Ms. Embrey led DoD's Task Force on Care for Victims of Sexual Assault, prompting changes in sexual assault prevention, reporting, and victim care. Previously, Ms. Embrey served in senior positions in Reserve Affairs, performing the duties of Assistant Secretary during the 2001 presidential transition, serving as Chief of Staff, and Deputy Assistant Secretary of Defense for Military Assistance to Civil Authorities.

Ms. Embrey holds a Bachelor of Science degree from Virginia Tech, and is a recipient of two Presidential Rank Awards for Meritorious Executive Service and two Department of Defense Distinguished Civilian Service Awards.



**Adm. Michael Mullen**  
**Chairman of the Joint Chiefs of Staff**

Admiral Mullen was sworn in as the 17th Chairman of the Joint Chiefs of Staff on October 1, 2007. He serves as the principal military advisor to the President, the Secretary of Defense, the National Security Council, and the Homeland Security Council.

A native of Los Angeles, he graduated from the U.S. Naval Academy in 1968.

He commanded three ships: the gasoline tanker USS Noxubee (AOG 56), the guided missile destroyer USS Goldsborough (DDG 20), and the guided missile cruiser USS Yorktown (CG 48).

As a Flag Officer, Admiral Mullen commanded Cruiser-Destroyer Group 2, the George Washington Battle Group, and the U.S. 2nd Fleet/NATO Striking Fleet Atlantic.

Ashore he has served in leadership positions at the Naval Academy, in the Navy's Bureau of Personnel, in the Office of the Secretary of Defense and on the Navy Staff. He was the 32nd Vice Chief of Naval Operations from August 2003 to October 2004.

His last operational assignment was as Commander, NATO Joint Force Command Naples/Commander, U.S. Naval Forces Europe.

Admiral Mullen is a graduate of the Advanced Management Program at the Harvard Business School and earned a Master of Science degree in Operations Research from the Naval Postgraduate School.

Prior to becoming Chairman, Admiral Mullen served as the 28th Chief of Naval Operations.

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**William Schoenhard**  
**Deputy Under Secretary for Health Operations and Management**  
**Department of Veterans Affairs**

**William C. Schoenhard was appointed Deputy Under Secretary for Health Operations and Management, Veterans Health Administration, effective Oct. 8, 2009. Mr. Schoenhard will be responsible for VHA's 21 Veterans Integrated Service Networks (VISN) including administrative programs, business operations, health care contracting and logistics, facilities management, canteen services, health care engineering, and safety and technical services.**

**Mr. Schoenhard previously was executive vice president and chief operating officer at SSM Health Care where he implemented policies and procedures which are considered industry best practices. In 2002, SSM became the first health care recipient of the Malcolm Baldrige National Quality Award.**

**He is a Fellow of the American College of Healthcare Executives (ACHE) and received its Exemplary Service Award in 2009. He serves on the Board of Trustees and Executive Committee of the American Hospital.**

**A U.S. Navy Officer, he served in the Philippines and Vietnam as Damage Control Officer on the destroyer tender USS Samuel Gompers.**

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**Rear Adm. Richard R. Jeffries, M.D.  
Medical Officer of the Marine Corps**

**Rear Admiral Jeffries began his naval career in 1976 through the Armed Forces Health Professional's Scholarship Program and earned his BA from Coe College in Cedar Rapids, Iowa. He completed graduate studies at the University of Colorado in secondary education, earning a State of Colorado teaching certificate. He graduated from the College of Osteopathic Medicine and Surgery in Des Moines, Iowa in 1979.**

**Jeffries completed an internship and Family Medicine residency at Naval Hospital Pensacola, Fla. in 1982 and immediately attained board certification from the American Board of Family Practice. His first staff assignment was to Branch Naval Hospital Twenty-nine Palms, Calif., where he received appointments as head, Family Practice Department, acting director Clinical Services, and chief, Medical Staff.**

**In August 1984 Jeffries was transferred to the Department of Family Medicine at Naval Hospital Camp Pendleton, serving as staff Family Physician, Residency Faculty and Clinic director. In 1986 he was promoted to director, Residency Training where he attained board certification in Family Practice from the American Osteopathic Board of General Practice and Fellow, American Academy of Family Physicians. Jeffries is a member of the American Academy of Family Physicians, Association of Military Osteopathic Physicians and Surgeons**

(Past President), Uniformed Services Academy of Family Physicians, American Osteopathic Association, and the Association of Military Surgeons of the United States.

In August of 1990 he served in Operation Desert Shield as Artillery Regimental surgeon, 11th Marines. While in theater he was deputy then acting division surgeon. A year later he was assigned to the 1st Marine Division as division surgeon. In December 1992 he was appointed Marine Forces Central Command and I Marine Expeditionary Force (Forward) force surgeon for Operation Restore Hope, Somalia.

In the summer of 1993 Jeffries was re-assigned to Naval Hospital Camp Pendleton as Family Practice Department head and Residency Program director. In 1996 he was appointed chairman, Executive Committee of the Medical Staff and completed his tour as director, Medical Services. In October 1998 he reported to Marine Forces Pacific, Camp Smith, Hawaii, as the force surgeon. In April 2000 he assumed duties as the deputy commander for Clinical Services at Tripler Army Medical Center until April 2003 when he assumed command at Naval Hospital Camp Pendleton. In August 2005 Jeffries reported to the Bureau of Medicine and Surgery as the deputy chief for Future Plans and Strategies. Soon after his arrival, Jeffries was deployed as the JFMCC surgeon in support of Hurricane Katrina relief efforts. From November 2005 to July 2007 Jeffries was medical officer to the Marine Corps. He then assumed command of National Naval Medical Center and Regional Commander Navy Medicine National Capitol Area in Bethesda. In August 2008 he returned to Headquarters U.S. Marine Corps where he is currently assigned.

Jeffries' personal decorations include the Legion of Merit with four Gold Stars, Bronze Star, Joint Meritorious Service Medal, Meritorious Service Medal with one Gold Star, Combat Action Award, Joint Meritorious Unit Award, Navy Unit Commendation, Meritorious Unit Commendation, Bronze Star, Army Order of Military Medical Merit, and Artillery Order of Saint Barbara.

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**Vice Adm. Adam M. Robinson Jr., M.D.  
Surgeon General of the Navy**

Vice Admiral Adam Robinson is the 36<sup>th</sup> Surgeon General of the Navy and Chief, Bureau of Medicine and Surgery. He joined the Navy in 1977 and holds a Doctor of Medicine degree from the Indiana University School of Medicine through the Armed Forces Health Professions Scholarship Program.

VADM Robinson has served at various operational commands including the USS Midway (CV-41), USS John F. Kennedy (CV-67), USS Coral Sea (CV-43), and Joint Task Force Haiti.

**VADM Robinson's additional assignments include Director of General Surgery Residency Program and Head of the General Surgery Department, Naval Medical Center Portsmouth; Force Medical Officer, Naval Surface Force Atlantic and Principal Director and Acting Deputy Assistant Secretary of Defense for Clinical and Program Policy in the Office of the Assistant Secretary of Defense for Health Affairs.**

**VADM Robinson has held Commanding Officer positions at Fleet Hospital Jacksonville; U.S. Naval Hospital, Yokosuka and the National Naval Medical Center, Bethesda where he also served as Commander, Navy Medicine National Capital Area Region.**

**VADM Robinson assumed his current position as the 36<sup>th</sup> Surgeon General of the Navy on 27 August 2007.**

**TUESDAY, JANUARY 26**



**Rear Adm. Mark Tedesco, M.D.  
Chief Medical Officer and Director  
Health, Safety and Work-Life, Coast Guard**

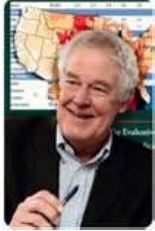
Rear Admiral Mark J. Tedesco is the Coast Guard's Chief Medical Officer and Director of Health, Safety and Work-Life. He is trained and Board Certified in Family Medicine and Preventive Medicine (Aerospace) and a designated Coast Guard Flight Surgeon.

RADM Tedesco received a Bachelor of Science and Doctor of Medicine degrees from Tufts University, a Master's in Public Health degree in Health Care Management from the Harvard School of Public Health and completed his Family Practice residency at Ft. Belvoir and Aerospace Medicine Residency at Brooks Air Force Base.

During previous Coast Guard Headquarters assignments he served as Chief, of Operational Medicine and Medical Readiness Division and Branch Chief, Medical Readiness. Prior to transferring to the Public Health Service, he served as an Army physician as Chief of the Primary Care Department and Acting Deputy Commander for the Army's Aeromedical Center at Ft. Rucker, AL. He also served as Flight Surgeon for the 224th Army Military Intelligence (Aerial) Battalion and Coast Guard's Air Station Savannah at Hunter Army Airfield in Savannah, GA. He served as Treatment Platoon Leader in the 24th Infantry Division (Mech) in Saudi Arabia and Iraq during Operations Desert Shield and Storm. RADM Tedesco served as Medical Director of Operations for Federal Disaster Response Teams at the World Trade Center Disaster site in September 2001.

RADM Tedesco's awards and decorations include three Meritorious Service Medals, Coast Guard, Public Health Service and Army Commendation Medals and the Department of Transportation's 9-11 Medal. He was selected as the Army Aerospace Medicine Specialist of the Year (1997) and as the US Public Health Service Physician Executive of the Year (2005). He is designated as both a Coast Guard Flight Surgeon and Army Senior Flight surgeon and has been awarded the Army's Expert Field Medic Badge and Paratrooper Wings.

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**John E. Wennberg, M.D.  
Founder and Director Emeritus  
Evaluative Clinical Sciences**

John E. Wennberg, M.D., M.P.H., is the Director of the Center for the Evaluative Clinical Sciences at the Dartmouth Medical School. He has been a Professor in the Department of Community and Family Medicine since 1980 and in the Department of Medicine since 1989, and currently holds the Peggy Y. Thomson Chair for the Evaluative Clinical Sciences.

Dr. Wennberg is a member of the Institute of Medicine of the National Academy of Science and the Johns Hopkins University Society of Scholars. He has received several awards, including the Association for Health Services Research's Distinguished Investigator Award, the Baxter Foundation's Health Services Research Prize and the Richard and Hinda Rosenthal Foundation Award in Clinical Medicine.

He is a graduate of Stanford University and the McGill Medical School. His post-graduate training was in internal medicine and nephrology at Johns Hopkins, but he became interested in the application of epidemiological principles to the health care system while pursuing his Master's degree in Public Health at Johns Hopkins.

With colleague Alan Gittelsohn, he developed a strategy for studying the population-based rates of health resource allocation and utilization (small area analysis), which revealed large variations in the rates among local and regional health care markets, much of which appeared to relate to the distribution of supply of resources and to differences in local medical opinion. Together with colleagues in Maine and Boston, Dr. Wennberg undertook a series of studies designed to reduce scientific uncertainty, primarily in the area of prostate disease (where surgical procedures had been shown to vary by a factor of three or more among neighboring regions). Efforts to clarify the outcomes and the theoretical basis for undertaking prostate surgery led, in turn, to clarification of the importance of patient preference in the rational choice of treatment and to experiments to involve the patient as an active participant in the choice of treatment. Recent research includes a focus on the question of how many physicians are needed. Wennberg and colleague Al Mulley are co-founders of the Foundation for Informed Medical Decision Making in Hanover, N. H. The Foundation is a non-profit corporation providing objective scientific information to patients about their treatment choices using interactive media.

Dr. Wennberg is the principal investigator and series editor of The Dartmouth Atlas of Health Care, which examines the patterns of medical resource intensity and utilization in the United States. The Atlas project has also reported on patterns of end-of-life care, inequities in the Medicare reimbursement system and the underuse of preventive care.



**Charles L. Rice, M.D.**  
**President**  
**Uniformed Services University of the Health Sciences**

Charles L. Rice, M.D., was sworn in as USU's fifth president on July 1, 2005. His nomination was approved by the Assistant Secretary of Defense for Health Affairs and the Secretary of Defense. Before assuming his present position, Rice, a Navy-trained surgeon and researcher, served as the vice chancellor for health affairs at the University of Illinois, Chicago, from 1999-2004. Prior to that, he was vice dean of the UIC College of Medicine, as well as a professor of surgery and professor of physiology and biophysics.

As President of USU, Dr. Rice is responsible for the academic, research and service mission of the university. He advises the Assistant Secretary of Defense (Health Affairs) and the four Surgeons General on a wide array of issues related to graduate health professions education and healthcare research.

The Uniformed Services University of the Health Sciences is the Nation's federal health sciences university that educates health care professionals dedicated to career service in the Department of Defense and the United States Public Health Service. The university provides military-relevant education, research, service and consultation to the nation and the world, pursuing excellence and innovation during times of peace and war.

Originally from Atlanta, Ga., Dr. Rice graduated with an A.B. from the University of Georgia in 1964 and earned his medical degree from the Medical College of Georgia in 1968. He interned at Bowman Gray School of Medicine at Wake Forest University, Winston-Salem, N.C. He completed his general surgery residency at the National Naval Medical Center in Bethesda, Md., followed by a research fellowship at the Naval Medical Research Institute in Bethesda.

His research interests, many funded by the National Institutes of Health, have been in the biology of lung injury and in mechanisms of cell and tissue injury in shock. His clinical focus has been in trauma and critical care. He is a diplomate of the American Board of Surgery, a Fellow of the American College of Surgeons and a member of numerous professional organizations, including the American Surgical Association and the Society of University Surgeons, and is a past president of the Shock Society. Dr. Rice was a Robert Wood Johnson Health Policy Fellow and served as a Legislative Assistant to Senator Thomas A. Daschle (D-SD) from 1991 to 1992. During that time he also served as the Surgeon to the President of the United States. He was a member of the Board of the Accreditation Council on Graduate Medical Education from 1998 to 2004 and served as its Chair from 2002 to 2004. Dr. Rice has also been a Petersdorf Scholar-in-Residence at the Association of American Medical Colleges.

Dr. Rice was commissioned as an ensign in the Naval Reserve Medical Corps in 1966. Three years later, he transferred into the regular Navy and quickly rose through the ranks. He left active duty, but remained in the Naval Reserve, through which he was promoted to Captain in 1991. He retired in 2003. His military decorations include the Legion of Merit.

In addition to appointments at the University of Illinois, Chicago, Dr. Rice has served on the faculty of the University of Chicago, the University of Washington, and the University of Texas Southwestern Medical Center in Dallas. He has spoken widely to a variety of national audiences, and has authored numerous scientific papers, abstracts, and medical texts.

Dr. Rice is a member of numerous professional organizations and health policy groups, and is a recognized leader in American academic medicine.

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**Peter Pronovost, M.D., Ph.D.**  
**Professor**  
**John Hopkins University School of Medicine**

Peter J. Pronovost, MD, PhD is a practicing anesthesiologist and critical care physician, teacher, researcher, and international patient safety leader. Dr. Pronovost is a Professor in the Johns Hopkins University School of Medicine (Departments of Anesthesiology and Critical Care Medicine, and Surgery); in the Bloomberg School of Public Health (Department of Health Policy and Management) and in the School of Nursing. He is also Medical Director for the Center for Innovation in Quality Patient Care, which supports quality and safety efforts at the Johns Hopkins Hospitals. In 2003 Dr. Pronovost established the Quality and Safety Research Group to advance the science of safety. Dr. Pronovost and his research team are dedicated to improving healthcare through methods that are scientifically rigorous, but feasible at the bedside. Dr. Pronovost holds a doctorate in clinical investigation from the Johns Hopkins Bloomberg School of Public Health.

The author of more than 200 articles and chapters in the fields of patient safety, ICU care, quality health care, evidence-based medicine, and the measurement and evaluation of safety efforts, Dr Pronovost is also a frequent speaker on the topics of quality and safety leadership and implementation of large scale change. He chairs the JCAHO ICU Advisory Panel for Quality Measures, the ICU Physician Staffing Committee for the Leapfrog Group, and serves on the Quality Measures Work Group of the National Quality Forum. He also serves in an advisory capacity to the World Health Organizations' World Alliance for Patient Safety, and is leading WHO efforts to improve patient safety measurement, evaluation, and leadership capacity globally. He has won several national awards for his research, including the 2004 John Eisenberg Patient Safety Research Award.

Dr. Pronovost was named one of the world's "most influential people" of 2008 by Time magazine for his work in patient safety. The magazine's annual list recognizes people "whose power, talent or moral example is transforming our world." On September 23, 2008, the John D. and Catherine T. MacArthur Foundation awarded a coveted MacArthur Fellowship, commonly known as a "genius grant" to Pronovost, and in late September the US House of Representatives' Committee on Oversight and Government Reform, chaired by Henry A. Waxman (D-Calif.), released a report strongly endorsing Pronovost's ICU program, noting that its use has the potential to save thousands of lives and millions of dollars throughout the United States".

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**Allen W. Middleton**  
**Acting Principal Deputy Assistant Secretary of Defense**  
**for Health Affairs**

Allen W. Middleton is Acting Principal Deputy Assistant Secretary of Defense for Health Affairs, and Principal Deputy Director, TRICARE Management Activity (TMA). As the Principal Deputy, Mr. Middleton is responsible for several key areas of the Military Health System (MHS), including strategic planning, coordination of DoD healthcare efforts with other Federal organizations, and legislative and communications programs.

The primary mission of the MHS is to ensure the nation has available at all times a healthy fighting force and the ability to support DoD missions worldwide. The Office of Health Affairs is responsible for providing a cost effective, quality health benefit to 9.6 million active duty uniformed Services Members, retirees, survivors and their families. The MHS has a \$47 billion annual budget and consists of a worldwide network of 59 military hospitals, 360 health clinics, private-sector health business partners, and the Uniformed Services University.

Previously, Mr. Middleton served as Acting Deputy Assistant Secretary of Defense for Health Budgets and Financial Policy, and Acting Chief Financial Officer of TMA.

Mr. Middleton is a member of the Senior Executive Service. He retired from a distinguished career in the United States Air Force, culminating as the 15<sup>th</sup> Chief, Air Force Medical Service Corps.

Mr. Middleton holds a Masters of Business Administration and a Bachelor of Arts (cum laude) from the University of Massachusetts at Amherst.

**WEDNESDAY, JANUARY 27**



**Lt. Gen. Charles B. Green, M.D.  
Surgeon General of the Air Force**

Lt. Gen. (Dr.) Charles B. Green is the Surgeon General of the Air Force, Headquarters U.S. Air Force, Washington, D.C. General Green serves as functional manager of the U.S. Air Force Medical Service. In this capacity, he advises the Secretary of the Air Force and Air Force Chief of Staff, as well as the Assistant Secretary of Defense for Health Affairs on matters pertaining to the medical aspects of the air expeditionary force and the health of Air Force people. General Green has authority to commit resources worldwide for the Air Force Medical Service, to make decisions affecting the delivery of medical services, and to develop plans, programs and procedures to support worldwide medical service missions. He exercises direction, guidance and technical management of more than 42,800 people assigned to 75 medical facilities worldwide.

General Green was commissioned through the Health Professions Scholarship Program and entered active duty in 1978 after completing his Doctorate of Medicine degree at the Medical College of Wisconsin in Milwaukee. He completed residency training in family practice at Eglin Regional Hospital, Eglin AFB, Fla., in 1981, and in aerospace medicine at Brooks AFB, Texas, in 1989. He is board certified in aerospace medicine. An expert in disaster relief operations, he planned and led humanitarian relief efforts in the Philippines after the Baguio earthquake in 1990, and in support of Operation Fiery Vigil following the 1991 eruption of Mount Pinatubo.

General Green has served as commander of three hospitals and Wilford Hall Medical Center. As command surgeon for three major commands, he planned joint medical response for operations Desert Thunder and Desert Fox, and oversaw aeromedical evacuation for operations Enduring Freedom and Iraqi Freedom. He has served as Assistant Surgeon General for Health Care Operations and, prior to his current assignment, Deputy Surgeon General.

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**Donald M. Berwick, M.D.  
President and Chief Executive Officer  
Institute for Healthcare Improvement**

Donald M. Berwick, MD, MPP, is President and Chief Executive Officer of the Institute for Healthcare Improvement (IHI). The Institute for Healthcare Improvement (IHI) is a not-for-profit organization leading the improvement of health care throughout the world. Founded in 1991 and based in Boston, MA, IHI is a catalyst for change, cultivating innovative concepts for improving patient care and implementing programs for putting those ideas into action. Thousands of health care providers participate in IHI's groundbreaking work.

Dr. Berwick is Clinical Professor of Pediatrics and Health Care Policy at the Harvard Medical School and professor of Health Policy and Management at the Harvard School of Public Health. He is also a pediatrician, an Associate in Pediatrics at Boston's Children's Hospital, and a Consultant in Pediatrics at Massachusetts General Hospital.

Dr. Berwick has published over 130 scientific articles in numerous professional journals on subjects relating to health care policy, decision analysis, technology assessment, and health care quality management. His research and commentaries have appeared in *The Journal of the American Medical Association*, *The New England Journal of Medicine*, *The British Medical Journal*, and others. Books he has co-authored include *Curing Health Care*, *New Rules: Regulation, Markets and the Quality of American Health Care*, and *Cholesterol, Children with Heart Disease: An Analysis of Alternatives*.

Dr. Berwick was chair of the Health Services Research Review Study Section of the Agency for Health Care Policy and Research from 1995–1999, and Chair of the National Advisory Council of the Agency for Healthcare Research and Quality from 1999 through 2001. He was vice chair of the U.S. Preventive Services Task Force from 1990 through 1996. From 1996 through 1999, Dr. Berwick served as the first "Independent Member" of the Board of Trustees of the American Hospital Association. He also served from 1989 through 1991 as a member of the Panel of Judges for the Malcolm Baldrige National Quality Award program. He is a member of several editorial boards, including that of *Journal of American Medical Association (JAMA)*. From 1987 through 1991, Dr. Berwick was co-founder and Co-Principal Investigator for the National Demonstration Project on Quality Improvement in Health Care (NDP). He is a past president of the International Society for Medical Decision-Making. He is an elected member of the Institute of Medicine of the National Academy of Sciences, and since 2002 serves on the IOM's governing Council and as the liaison to the IOM's Global Health Board.

Dr. Berwick was appointed by President Clinton to serve on the Advisory Commission on Consumer Protection and Quality in the Healthcare Industry in 1997 and 1998. Co-chaired

by the Secretaries of Health and Human Services and Labor, the Commission was charged with developing a broader understanding of the issues facing rapidly evolving healthcare delivery systems and to help build consensus on ways to assure and improve the quality of health care.

Dr. Berwick has received numerous awards and honors for his work, including the 1999 Ernest A. Codman Award, and, in 2001, the first Alfred I. DuPont Award for excellence in children's health care from Nemours, one of the nation's largest pediatric health care provider organizations. In 2002, he was given the "Award of Honor" from the American Hospital Association for outstanding leadership in improving health care quality, and in 2004 he was inducted as a Fellow of the Royal College of Physicians in London. In 2005, in recognition of his exemplary work for the National Health Service in the U.K., he was appointed honorary Knight Commander of the Most Excellent Order of the British Empire—the highest award given to non-British citizens.

A summa cum laude graduate of Harvard College, Dr. Berwick holds a master of Public Policy degree from the John F. Kennedy School of Government and an MD cum laude from the Harvard Medical School. The father of four children (Ben, Dan, Jessica, and Rebecca), he is married to Ann (Greenberg) Berwick, an environmental attorney and former Chief of the Environmental Protection Division in the Massachusetts Attorney General's Office.



**Frank M. Newport, Ph.D.**  
**Editor in Chief, The Gallup Poll**  
**Author of *Polling Matters***

Dr. Frank Newport is Editor in Chief of The Gallup Poll in Princeton, New Jersey, and is in charge of the nation's best-known and longest-running continuous monitor of American public opinion. The Gallup Poll conducts more than 60,000 interviews each year, and in partnership with *USA Today* provides up-to-the-minute and comprehensive polling on political and topical issues.

Newport is Vice President of the National Council on Public Polls, is on the Executive Council of the American Association of Public Opinion Research, and serves on the Board of Directors of the Roper Center for Public Opinion Research. He is the author of *Polling Matters - Why Leaders Must Listen to the Wisdom of the People* and coauthor with Stuart Rothenberg of *The Evangelical Voter*. Newport contributed to the book series *Where America Stands*, and to *The Ethnic Voter* and *Ethnic Voters and National Issues*. With Alec Gallup, he is the coeditor of *The Gallup Poll: Public Opinion 2004* and *2005*. His articles and op-ed pieces have appeared in many publications, including the *American Sociological Review*, *Public Opinion Quarterly*, *The New York Times*, and the *Los Angeles Times*.

Newport earned a bachelor's degree from Baylor University and a master's and doctorate degree in sociology from the University of Michigan. He taught sociology at the University of Missouri-St. Louis, was a talk show host at KTRH Radio in Houston, and became a partner

at a Houston market and public opinion research company before moving to Princeton to take his current position with Gallup.

Newport appears regularly on CNBC's "Kudlow and Company" and other television and cable news shows. He is the on-air host of Gallup's daily Web cast program "The Daily Briefing" at [galluppoll.com](http://galluppoll.com), which is available as a podcast on iTunes. He is author of weekly analyses on The Gallup Poll Web site and has a regular weekly program on NPR affiliate WHYY in Philadelphia. His new blog, "Gallup Guru," appears on [www.usatoday.com](http://www.usatoday.com).

Newport lives near Princeton, New Jersey. He is married and has four children.

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**Ben R. Leedle Jr.**  
**Chief Executive Officer**  
**Healthways Inc**

Ben R. Leedle, Jr. is the Chief Executive Officer of Healthways, Inc. (NASDAQ: HWAY). Under his leadership, Healthways has grown from chronic treatment hospital centers of excellence for diabetes, to the established market leader in wellness, lifestyle coaching, disease and high risk care management services for employers, health plans, government agencies, both domestic and internationally. The company has focused on becoming the total health resource of choice for creating programming, tools and approaches designed to improve individual and population well-being and thus significantly lowering health-related direct and indirect cost.

Leedle joined the company in 1985 and since 1993 has led the development, marketing, sales, implementation, operations and strategy of Healthways' comprehensive programs for well-being. He has served in many different leadership roles during his tenure with the company, including Chief Operating Officer and President prior to being named CEO and being elected to the Board of Directors in 2003. He is an active member of numerous CEO round tables and initiatives including the Center for Health Transformation, the HealthCare Executive Summit, the Healthcare Leadership Council and the CEO Health Care Transformation initiative.

He is an active leader in his community participating on the Vanderbilt Owen Health Care Advisory Board as well as a Director of the Nashville Health Care Council Board. His passion for the company purpose and mission, "To Create a Healthier World, One Person at a Time", stems from the roots of his unique background, expertise and experience as an Exercise Physiologist and AADE Board Certified Diabetes Educator working directly to help people with complex health issues live a better life. He is widely regarded as the strategic force behind the Healthways mission.

Leedle earned a Master of Science degree from Emporia State University and Bachelor of Arts degree in Education from Center College, Pella, Iowa. He also completed the Executive Education Advanced Management Program at Harvard Business School, Cambridge, Mass.

**THURSDAY, JANUARY 28**



**Paul Grundy, M.D.**  
**Director, Healthcare Transformation**  
**IBM Corporation**

Paul Grundy MD, MPH, FACOEM, FACPM is IBM Corporation's Global Director of Healthcare Transformation. In this role, Dr. Grundy develops and executes strategies that support IBM's healthcare-industry transformation initiatives. Part of his work is directed towards shifting healthcare delivery around the world towards consumer-focused, primary-care based systems through the adoption of new philosophies, primary-care pilot programs, new incentives systems, and the information technology required to implement such change, Dr. Grundy also serves as the chairman of the Patient Centered Primary Care Collaborative [www.pcpcc.net](http://www.pcpcc.net).

An active social entrepreneur and speaker on global healthcare transformation, Dr. Grundy is driving comprehensive, linked, and integrated healthcare and the concept of the Patient Centered Medical home. His work has been reported widely in the New York Times, the Economist, New England Journal of Medicine and newspapers, radio and television around the country. Dr. Grundy's numerous awards including the U.S. Department of State Superior Honor Award.

Prior to his current role, Dr Grundy was Director of Healthcare, Technology and Strategic Initiatives for IBM Global Wellbeing Services and Health Benefits, part of IBM's Corporate Headquarters Human Resources group. In this role he led IBM's healthcare public policy initiatives, focused on the adoption of health information technology and connected community pilots, primary-care transformation initiatives, and hospital-physician quality measurement to help reduce medical errors. Dr Grundy also directed IBM's employer healthcare strategies and employer health benefits solutions. He contributed to new developments in IBM's healthcare business through relationships with potential business partners, leveraging IBM's roles as one of the world's largest employers and buyers of healthcare.

Prior to joining to IBM in 2000, Dr Grundy worked as a senior diplomat in the US State Department supporting the intersection of health and diplomacy. He was also the Medical Director for the International SOS, the world's largest medical assistance company and for Adventist Health Systems, the second-largest not-for-profit medical system in the world. Dr. Grundy attended medical school at the University of California San Francisco and trained at Johns Hopkins University. He has work extensively on International Aids Pandemic prevention, including writing the United States' first piece of legislation addressing AIDS Education in Africa.

Dr. Grundy presently serves on The Medical Education Futures Study National Advisory Board and is Chairman of the Patient-Centered Primary Care Collaborative (PCPCC), a coalition he lead IBM in creating in early 2006. The PCPCC is dedicated to advancing a new primary-care model called the Patient-Centered Medical Home as a means of fundamentally reforming healthcare delivery, which in turn is essential to maintaining US international competitiveness. Today, the PCPCC represents employers of some 50 million people across the United States as well as physician groups representing more than 330,000 medical doctors, leading consumer groups and, most recently, the top seven US health-benefits companies. Dr Grundy is also the Chair of Health Policy of the ERISA Industry Committee.

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**Rear Adm. Christine Hunter, M.D.**  
**Deputy Director**  
**TRICARE Management Activity**

Rear Adm. Christine Hunter is a native of Worcester, Mass. She earned her Bachelor of Arts and Doctor of Medicine degrees with honors in 1980 from Boston University. Following a tour aboard the USS Hunley (AS-31), Hunter reported to Naval Medical Center San Diego for her residency in internal medicine and fellowship in hematology/oncology, attaining board certification in all three fields.

From 1995 until 1998 Hunter served as Director, Medical Services at Naval Medical Center San Diego. As Executive Assistant to the Surgeon General from 1998 until 2000, she focused on defining best practices in primary care and enhancing Navy Medicine's service to the fleet.

In 2000, Hunter assumed command of Naval Hospital Bremerton. Under her leadership, the hospital added a new family care center, improving patient access. While serving as Pacific Fleet Surgeon from 2003-2004, Hunter developed the Concept of Operations for resuscitative surgery aboard small combatant ships which served as the prototype for today's Expeditionary Resuscitative Surgical System.

As Chief of Staff, Bureau of Medicine and Surgery, from 2004-2006, Hunter ensured the ongoing deployment of medical personnel in support of Operations Enduring Freedom and Iraqi Freedom, as well as organizing medical support for tsunami, earthquake and hurricane relief missions. Hunter assumed command of Navy Medicine West and Naval Medical Center San Diego in January 2007. In May 2009, she assumed duties as the Deputy Director, TRICARE Management Activity, coordinating health care for 9.4 million military beneficiaries worldwide.

Hunter's personal decorations include the Legion of Merit (six awards), Defense Meritorious Service Medal, Meritorious Service Medal, Navy and Marine Corps Commendation Medal (two awards), and Navy and Marine Corps Achievement Medal (two awards).

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**Vice Adm. John Mateczun, M.D.  
Commander  
Joint Task Force National Capital Region Medical**

Vice Admiral John M. Mateczun is serving as Commander, Joint Task Force, National Capital Region Medical. He is also a member of the congressionally directed Task Force on the Future of the Military Health System.

As an enlisted member of the U.S. Army, Vice Admiral Mateczun volunteered for training in the Explosive Ordnance Disposal School at Indian Head, Md. He served two tours of duty in the Republic of Vietnam where he was awarded the Bronze Star Medal and was honorably discharged as a Staff Sergeant. He subsequently earned a Bachelor of University Studies degree from the University of New Mexico where he was elected to membership in the Phi Beta Kappa honorary society. He received a Doctor of Medicine degree from the University of New Mexico School of Medicine and was commissioned as an Ensign in the United States Naval Reserve during his senior year.

Vice Admiral Mateczun completed postgraduate training in Psychiatry at the Naval Regional Medical Center, Oakland, Calif. He concurrently completed requirements for a Master of Public Health degree from the University of California, Berkeley.

After completing training, Vice Admiral Mateczun was assigned as Division Psychiatrist, 3d Marine Division, Okinawa, Japan, where he also served as the Assistant Division Surgeon. He was then assigned to the Naval Hospital, Bethesda, Md., as a staff physician. While there he became the Intern Advisor and Transitional Intern Program Director. Vice Admiral Mateczun was selected as a Navy Astronaut Candidate and screened for Medical Director assignment.

During his off duty hours, he completed requirements for a law degree at Georgetown University Law Center. Vice Admiral Mateczun became the most junior officer to become chairman of a training program in Navy psychiatry when assigned as Chairman of Psychiatry at the Naval Hospital, Portsmouth, Va. During that assignment, he was the Officer in Charge of a support team sent to the Persian Gulf in support of USS Vincennes. He also organized and directed mental health support activities for the crew and families of USS Iowa.

Reassigned to the National Naval Medical Center as Chairman of Psychiatry, Vice Admiral Mateczun became the Acting Director of Medical Services during Operation Desert Shield. During Operation Desert Storm, he was assigned to I Marine Expeditionary Force in Saudi Arabia as consultant on the establishment and operation of Combat Stress Centers. He was a medical crew-member on the first flight that retrieved repatriating Prisoners of War in Amman, Jordan. When Desert Storm personnel returned to the National Naval Medical Center he was appointed Director of Medical Services.

Subsequently assigned as the Force Surgeon, Fleet Marine Force, Pacific, in Camp H. M. Smith, Hawaii, Vice Admiral Mateczun was responsible for planning and coordinating the contingency wartime health services for the 80,000 U.S. Marines stationed in the Pacific.

Vice Admiral Mateczun then assumed duties as the first Chief of Staff for Tricare Region 1 at Walter Reed Army Medical Center. He was responsible for planning for the coordination of military health care services in the Northeast United States with 1.1 million beneficiaries, three medical centers, 11 hospitals and 43 clinics and operating expenses of \$1.25 billion per year as well as insurance expenses of \$243 million per year.

Assigned to the Department of Defense, he was appointed Principal Director for Clinical Services by the Assistant Secretary of Defense for Health Affairs. His duties included policy formulation on clinical matters, including graduate medical education, quality management, military public health and health promotion in the \$15 billion Defense Health Program providing health services to 8.1 million beneficiaries. Jointly selected by the Service Surgeons General to become the first Chief Medical Officer for the Tricare Management Activity, he was key to the initial organizational efforts of that Defense Agency.

Vice Admiral Mateczun then assumed command of the Naval Hospital in Charleston, S.C. Under his leadership, the command earned the Department of Defense Access Award and the Team Award for Reinventing Government from the Federal Executive Association. He was selected for promotion to flag rank and assigned to the Navy Bureau of Medicine and Surgery as Assistant Chief for Health Care Operations where he was responsible for health care delivery in the Navy's direct care system of 25 hospitals and 135 Medical and Branch Clinics.

Vice Admiral Mateczun was then selected to be the Joint Staff Surgeon, J4, The Joint Staff and Medical Advisor to the Chairman of the Joint Chiefs of Staff. He was the United States delegate to the NATO Committee of Chiefs of Medical Services. He was present in the Pentagon on 9/11/01 and subsequently served on the Joint Staff during Operations Noble Eagle, Enduring Freedom and Iraqi Freedom. Following this J4 tour, Vice Admiral Mateczun was the Chief of Staff and Program Executive Officer at the Bureau of Medicine and Surgery.

He was selected for promotion to Rear Admiral and assumed command of the Naval Medical Center San Diego, the military's largest academic Medical Center employing 6,200 military, civilians and contractors with an operating budget of \$380 million. Under his leadership, Naval Medical Center San Diego deployed over 1,000 personnel in support of

Operations Iraqi Freedom, Enduring Freedom and Unified Assistance. The Medical Center also received, treated and rehabilitated over 200 wounded Marines and Sailors.

Vice Admiral Mateczun previously served as the Deputy Surgeon General of the Navy and the Vice Chief of the Bureau of Medicine and Surgery where he envisioned and implemented the regional command structure of Navy Medicine. He was also the Director of the Military Health System of Transformation chartered by the Deputy Secretary of Defense to accelerate and enhance organizational change.

Vice Admiral Mateczun is board certified in Adult Psychiatry as well as Forensic Psychiatry and is a Certified Physician Executive. He is a Distinguished Fellow of the American Psychiatric Association and has been an examiner for the American Board of Psychiatry and Neurology. He has an academic appointment as Associate Professor of Clinical Psychiatry at the Uniformed Services University of the Health Sciences.

Vice Admiral Mateczun's awards include the Navy Distinguished Service Medal, Defense Superior Service Medal with Oak Leaf Cluster, Legion of Merit with two Gold Stars, Bronze Star, Defense Meritorious Service Medal, Meritorious Service Medal with Gold Star, Navy/Marine Corps Commendation Medal, Army Commendation Medal, and Navy/Marine Corps Achievement Medal.



**Lt. Gen. Eric B. Schoomaker, M.D., Ph.D.  
Surgeon General of the Army**

LTG Eric B. Schoomaker was sworn in as the 42nd Army Surgeon General on Dec. 11, 2007 and assumed command of the U.S. Army Medical Command. Before this selection, LTG Schoomaker served as the Commanding General, Walter Reed Army Medical Center and the North Atlantic Regional Medical Command (NARMC)

He graduated from the University of Michigan in Ann Arbor, as a Bachelor of Science and was commissioned a Second Lieutenant as a Distinguished Military Graduate. He received his medical degree from the University of Michigan followed by his Ph.D. in Human Genetics.

LTG Schoomaker completed his residency in Internal Medicine at Duke University Medical Center, and a fellowship in Hematology. His military education includes completion of the Combat Casualty Care Course, Command and General Staff College, and the U.S. Army War College.

LTG Schoomaker has held a variety of key assignments. He served in staff roles at Walter Reed Army Institute of Research; Landstuhl Army Regional Medical Center; Madigan Army

Medical Center, and the Office of The Surgeon General. He has commanded at Evans Army Community Hospital; followed by assignments as the Command Surgeon for the U.S. Army Forces Command and then Commander of the 30th Medical Brigade, Heidelberg, Germany.

LTG Schoemaker was appointed Chief of the Army Medical Corps when in command of the Southeast Regional Medical Command/Dwight David Eisenhower Army Medical Center. Prior to commanding the NARMC he was the Commanding General of the U.S. Army Medical Research and Materiel Command.

His awards and decorations include the Distinguished Service Medal (with oak leaf cluster), the Legion of Merit (with four oak leaf clusters), and the Meritorious Service Medal (with two oak leaf clusters). He has been honored with the Order of Military Medical Merit and the "A" Proficiency Designator and holds the Expert Field Medical Badge.