## A sampling of participants

<table>
<thead>
<tr>
<th>Name</th>
<th>Affiliation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Joseph Antos, Ph.D.</td>
<td>American Enterprise Institute</td>
</tr>
<tr>
<td>Howard H. Baker Jr.</td>
<td>Baker, Donelson, Bearman, Caldwell &amp; Berkowitz, PC</td>
</tr>
<tr>
<td>David Barrett, M.D.</td>
<td>Lahey Clinic</td>
</tr>
<tr>
<td>George Bartley, M.D.</td>
<td>Mayo Clinic</td>
</tr>
<tr>
<td>George Bennett</td>
<td>Health Dialog</td>
</tr>
<tr>
<td>Doug Benson</td>
<td>Minnesota Department of Health</td>
</tr>
<tr>
<td>James Berarducci</td>
<td>Kurt Salmon Associates</td>
</tr>
<tr>
<td>Robert Berenson, M.D.</td>
<td>Urban Institute</td>
</tr>
<tr>
<td>Donald Berwick, M.D.</td>
<td>Institute for Healthcare Improvement</td>
</tr>
<tr>
<td>Michael Birt, Ph.D.</td>
<td>The National Bureau of Asian Research</td>
</tr>
<tr>
<td>RADM Susan Blumenthal, M.D.</td>
<td>Georgetown University School of Medicine</td>
</tr>
<tr>
<td>James Blumstein, L.L.B., M.A.</td>
<td>Vanderbilt University</td>
</tr>
<tr>
<td>Bruce Bradley, M.B.A.</td>
<td>General Motors Corporation</td>
</tr>
<tr>
<td>David Bronson, M.D.</td>
<td>Cleveland Clinic</td>
</tr>
<tr>
<td>Emily Burge</td>
<td>Juvenile Diabetes Research Foundation</td>
</tr>
<tr>
<td>Steve Burrows, M.B.A., M.P.H.</td>
<td>Blue Cross Blue Shield of Minnesota</td>
</tr>
<tr>
<td>Stuart Butler, Ph.D.</td>
<td>The Heritage Foundation</td>
</tr>
<tr>
<td>John Butterly, M.D.</td>
<td>Dartmouth-Hitchcock Medical Center</td>
</tr>
<tr>
<td>Marilyn Carlson Nelson</td>
<td>Carlson Companies</td>
</tr>
<tr>
<td>Michael Cascone Jr.</td>
<td>Blue Cross Blue Shield of Florida</td>
</tr>
<tr>
<td>Steve Case</td>
<td>Revolution Health</td>
</tr>
<tr>
<td>Carolyn Clancy, M.D.</td>
<td>Agency for Healthcare Research &amp; Quality</td>
</tr>
<tr>
<td>Jon Comola</td>
<td>Wye River Group on Healthcare</td>
</tr>
<tr>
<td>Marcia Comstock, M.D., M.P.H.</td>
<td>Comstock Consulting Group, LLC</td>
</tr>
</tbody>
</table>

Steve Lampkin, Wal-Mart; Jerome Grossman, M.D., Harvard; and Michael Morrow, Blue Cross Blue Shield of Minnesota
Colleen Conway-Welch, Ph.D., R.N., F.A.A.N.
Vanderbilt University School of Nursing

Denis Cortese, M.D.
Mayo Clinic

Loren Crabtree, Ph.D.
University of Tennessee, Knoxville

Francis J. Crosson, M.D.
Permanente Federation

David Cutler, Ph.D.
Harvard University

Helen Darling
National Business Group on Health

Tom Daschle
Alston & Bird, LLP

Anne DeBiasi
National Breast Cancer Coalition

Linda Dillman
Wal-Mart Stores, Inc.

Sylvia Drew Ivie, J.D.
South Los Angeles Community Kitchen

David Druker, M.D.
Palo Alto Medical Foundation

Douglas Eby, M.D.
Alaska Native Medical Center

Ezekiel Emanuel, M.D., Ph.D.
National Institutes of Health

Alain Enthoven, Ph.D.
Stanford University

Roger Feldman, Ph.D.
University of Minnesota

Donald Fisher, Ph.D.
American Medical Group Association

Elliott Fisher, M.D., M.P.H.
Dartmouth Medical School

Drew Flaada
IBM

Glenn Forbes, M.D.
Mayo Clinic

Craig Friedmann, M.P.A., M.B.A., S.A.C.P.M.
Conoco Phillips

Victor Fuchs, Ph.D.
Stanford University

Daniel Ginsburg, M.B.A.
Massachusetts General Physicians Organization

Jenny Gladieux
AARP Federal Affairs

Cynthia Goff
Blue Cross Blue Shield of Minnesota

Mary Grealy, J.D.
Healthcare Leadership Council

Jerome Grossman, M.D.
John F. Kennedy School of Government

Bruce Hamory, M.D.
Getisnger Health System

Larry Harrison, M.B.A., M.H.S.
Scripps Clinic

Beth Hartwig
Minnesota Business Partnerships

James Haslam II
Pilot Oil

David Helms, Ph.D.
AcademyHealth

Bruce Henderson
PricewaterhouseCoopers

Sean Hogan
IBM

Al Holloway
IPA Association of America

Harry Holmes, Ph.D.
Texas Medical Center

Thomas Huntley
Minnesota House of Representatives

John Iglehart
New England Journal of Medicine

Charles Inlander
People's Medical Society

George Isham, M.D.
Health Partners

Brent James, M.D.
Intermountain Healthcare

Laurie Jensen-Wunder
American Cancer Society

Clarion Johnson, M.D.
Exxon Mobil

Todd Johnson
Allina Hospitals & Clinics

Tom Johnson
CNN

Bernee Kapili
New York Life

Gary Kaplan, M.D.
Virginia Mason Medical Center
Mark Kelley, M.D.  
Henry Ford Health System

David Kendall  
Progressive Policy Institute

Jeanne Lambrew, Ph.D.  
Center for American Progress

Steve Lampkin  
Wal-Mart Stores, Inc.

Scott Leitz  
Minnesota Department of Health

Tina Liebling  
Minnesota House of Representatives

Randall Linton, M.D.  
Mayo Health System

Mark Litow  
Milliman Group

Eugene Litvak, Ph.D.  
Boston University Health Policy Institute

Alan Lowe  
University of Tennessee

Donna Lynne, Ph.D.  
Kaiser Permanente, Colorado Region

Sanne Magnan, M.D., Ph.D.  
Institute for Clinical Systems Improvement

Jan Malcolm  
Courage Center

Michael Manganiello  
Whyte Hirschboeck Dudek Government Affairs

David Matheson  
Boston Consulting Group, Inc.

Jack McCallum, M.D., Ph.D.  
North Texas Specialty Physicians

Lynn McDaniel  
Wells Fargo Bank

John McDonald III, M.D., Ph.D.  
Kennedy Krieger Institute

Elizabeth McGlynn, Ph.D.  
RAND Corporation

Mary McGuire Richards  
Parkinson’s Action Network

Scott McNealy  
Sun Microsystems, Inc.

Robert Meiches, M.D., M.B.A.  
Minnesota Medical Association

Andrew Mekelburg  
Verizon Communications, Inc.

David Meltzer, M.D., Ph.D.  
University of Chicago

Martin Michael  
Consultant

Pat Mitchell  
The Museum of Television and Radio

Randall Moore, M.D.  
American TeleCare, Inc.

Ian Morrison, Ph.D.  
Institute for the Future

Michael Morrow  
Blue Cross Blue Shield of Minnesota

Albert Mulley Jr., M.D.  
Massachusetts General Hospital

Robert Nesse, M.D.  
Mayo Health System

Peter Neumann, Sc.D.  
Tufts-New England Medical Center

Nancy Nielsen, M.D., Ph.D.  
University of Buffalo  
American Medical Association

Mary Jo O’Brien  
Pfizer Inc.

Timothy O’Connor  
Lahey Clinic

Paul O’Neill  
U.S. Department of the Treasury

Elizabeth Olmsted Teisberg, Ph.D.  
University of Virginia

Neal Patterson  
Cerner Corporation

Norman Payson, M.D.  
NCP, Inc.

Harriet Pearson  
IBM

Tim Penny  
Humphrey Institute Policy Forum

Noel Peterson, M.D.  
Olmsted Medical Center

David Posch  
Vanderbilt University Medical Center

Patrick Quinlan, M.D.  
Ochsner Health System

Joe Quinn  
Wal-Mart Stores, Inc.

Kate Rardin  
HealthPartners Research Foundation

Sheila Riggs, D.D.S., D.M.S.C.  
Delta Dental
MAYO CLINIC HEALTH POLICY CENTER PARTICIPANTS

Ann Robinow
Medica

John Rother, J.D.
AARP

Gordon Russell
Sequoia Capital

Katherine Schneider, M.D.
Middlesex Health Systems

Anthony Shih, M.D., M.P.H.
Commonwealth Fund

Kenneth Shine, M.D.
University of Texas System

Stephen Shortell, Ph.D., M.P.H.
University of California, Berkeley

Lois Sinn Lindquist
Fairview Health Services

Kirsten Sloan
AARP Federal Affairs

Hugh Smith, M.D.
Mayo Clinic

Robert Smoldt
Mayo Clinic

Andrea Sodano, Ph.D.
Wal-Mart Stores, Inc.

Charles Sorenson Jr., M.D.
Intermountain Healthcare

Michael Stocker, M.D., M.P.H.
WellPoint, Inc.

Louis Sullivan, M.D.
U.S. Department of Health & Human Services

James Tatten
Catholic Health Initiatives

Ashley Thompson
American Hospital Association

Victor Trastek, M.D.
Mayo Clinic

Grace-Marie Turner
Galen Institute

John Wade
Rochester Chamber of Commerce

Bob Waller, M.D.
Mayo Clinic, Emeritus

James Weinstein, D.O.
Dartmouth-Hitchcock Medical Center

Shirley Weis
Mayo Clinic

Marina Weiss, Ph.D.
March of Dimes Birth Defects Foundation

Charles Weller
Next Generation HealthCare Solutions, LLC

John Wennberg, M.D.
Dartmouth Medical School

Anthony Wisniewski, J.D.
U.S. Chamber of Commerce

Nicholas Wolter, M.D.
Billings Clinic

Richard Zimmerman, M.D.
Mayo Clinic Hospital

Michael Zubkoff, Ph.D.
Dartmouth Medical School

Grace-Marie Turner, Galen Institute

©2007 Mayo Foundation for Medical Education and Research (MFMER). All rights reserved.
MAYO, MAYO CLINIC and the triple-shield Mayo logo are trademarks and service marks of MFMER.