

A blue banner with the number '25' in white. Inside the '5' is a white star with five hands reaching towards it. Below the number, the word 'YEARS' is written in white.

25
YEARS

A photograph of an ornate, vaulted ceiling with intricate carvings and a large stained glass window on the right side.

EXCELLENCE IMPACT INNOVATION
EVIDENCE-BASED UNIQUE COLLABORATION
LEADERSHIP ACHIEVEMENT DEPTH

NIHCM

25TH ANNIVERSARY
DINNER

TRANSFORMING HEALTH CARE THROUGH EVIDENCE AND COLLABORATION



ANNIVERSARY DINNER

NOVEMBER 27, 2018

RENWICK GALLERY | SMITHSONIAN AMERICAN ART MUSEUM

THE EVENING'S PROGRAM

6:00 PM COCKTAIL RECEPTION

6:45 PM DINNER

Celebrating NIHCM's 25th Anniversary and Honoring Nancy Chockley,
NIHCM's Founding President & CEO

Welcome

Andrew Dreyfus, NIHCM Chairman
President and CEO, Blue Cross Blue Shield of Massachusetts

NIHCM 25th Anniversary Video

Remarks

John Forsyth, Chairman and CEO, Wellmark, Inc.

Presentation of Award

Remarks by Nancy Chockley

FOLLOWING MAIN COURSE

Tributes to Governor Mike Leavitt, Founder and Chairman, Leavitt Partners;
former Secretary, U.S. Department of Health and Human Services and
former Administrator, Environmental Protection Agency under President
George W. Bush; Three-term Governor of Utah

Andrew Dreyfus

Senator-Elect Mitt Romney (R-UT), Former Governor of Massachusetts

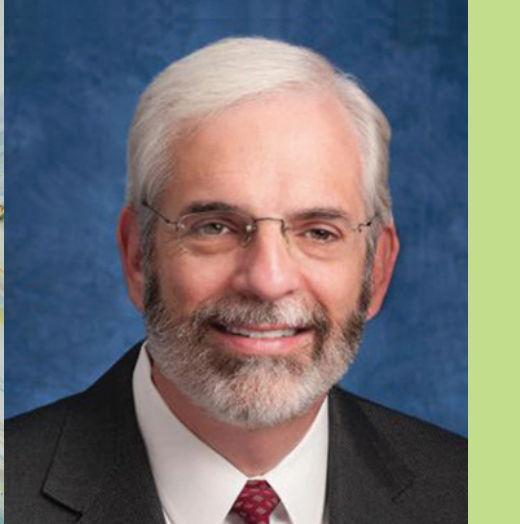
Patrick Conway, MD, President and CEO, Blue Cross and Blue Shield
of North Carolina

Alex M. Azar II, Secretary, U.S. Department of Health and Human Services

Presentation of Uwe E. Reinhardt Outstanding Leadership in
Health Care Award

Remarks by Governor Leavitt

DESSERT



ANDREW DREYFUS

PRESIDENT AND CEO, BLUE CROSS BLUE SHIELD OF MASSACHUSETTS

Andrew Dreyfus is President and Chief Executive Officer for Blue Cross Blue Shield of Massachusetts (BCBSMA). During his tenure, BCBSMA has consistently been recognized as one of the nation's best health plans for member satisfaction and quality. Prior to becoming CEO in 2010, Mr. Dreyfus was Executive Vice President, Health Care Services. During his tenure, he created the Alternative Quality Contract, one of the first value-based payment arrangements in the nation to reward providers for the quality and efficiency of their services. Mr. Dreyfus was also founding President of the BCBSMA Foundation, where he developed the "Roadmap for Coverage," an initiative which led to Massachusetts's 2006 Health Reform law. Mr. Dreyfus chairs the NIHCM board and serves on several boards and advisory boards. He holds a B.A. in English from Connecticut College.



JOHN FORSYTH

CHAIRMAN AND CEO, WELLMARK INC.

John Forsyth is Chairman and CEO of Wellmark, Inc., the largest health insurer in both Iowa and South Dakota. Previously, Mr. Forsyth served in a variety of executive roles over a 26-year career with the University of Michigan, including president and CEO of the University of Michigan Health System. He joined Wellmark as CEO in August 1996 and was named chairman in 2000. He has repositioned Wellmark Blue Cross and Blue Shield as a health improvement company dedicated to serving the people of Iowa and South Dakota. Under his leadership, Wellmark has achieved exceptional operating efficiencies, and its administrative costs and rates now rank among the lowest in the nation. He has chaired and served on the boards of many organizations, including NIHCM. In 2011, Mr. Forsyth received the Diversity Journal CEO Leadership in Action Award, and he was inducted into the Iowa Insurance Hall of Fame in 2017. A native of Saginaw, Michigan, he holds a bachelor's degree in business administration and a master's degree in economics from Michigan State University.



MITT ROMNEY

SENATOR-ELECT (R-UT)

Mitt Romney is the Senator-Elect for Utah. He was the 2012 Republican nominee for President of the United States, and a candidate for the 2008 Republican presidential nomination. He served as the Governor of the Commonwealth of Massachusetts from 2003 through 2007. Prior to his time as Governor, he led the 2002 Salt Lake Organizing Committee for the Winter Olympics. Senator-Elect Romney was the co-founder of Bain Capital, a leading investment company, and the turnaround CEO of Bain & Company, an international management consulting firm. He currently serves in both corporate and charitable organizations including Marriott International, Solamere Capital, CharityVision of Salt Lake City and the Ann Romney Center for Neurologic Research. Senator-Elect Romney earned his bachelor's degree from Brigham Young University and his JD and MBA from Harvard University. He is the proud husband to Ann Romney, father to five sons, and grandfather to twenty-four grandchildren.



PATRICK CONWAY, MD

PRESIDENT AND CEO, BLUE CROSS AND BLUE SHIELD OF NORTH CAROLINA

Patrick Conway joined Blue Cross and Blue Shield of North Carolina as President and CEO in 2017. Dr. Conway most recently served as Deputy Administrator for Innovation and Quality at the Centers for Medicare and Medicaid Services (CMS) and as the Director of the Center for Medicare and Medicaid Innovation. As the most senior non-political leader at CMS, he worked in both Republican and Democratic administrations. He was elected to the National Academy of Medicine in 2014. He is a practicing pediatric hospitalist and was selected as a master of hospital medicine from the Society of Hospital Medicine. Before joining CMS, he oversaw clinical operations and quality improvement at Cincinnati Children's Hospital Medical Center. Dr. Conway completed his pediatrics residency at Harvard Medical School's Children's Hospital Boston, graduated with high honors from Baylor College of Medicine, and graduated summa cum laude from Texas A&M University.



ALEX M. AZAR II

SECRETARY OF HEALTH AND HUMAN SERVICES

Alex M. Azar II was sworn in as the Secretary of Health and Human Services on Jan. 29, 2018. Sec. Azar has spent his career working in both the public and private sectors, as an attorney and in senior leadership roles focused on advancing healthcare reform, research and innovation. From 2001 to 2007, Sec. Azar served at the U.S. Department of Health and Human Services – first as General Counsel and then as Deputy Secretary, during which time he helped oversee the rollout of the Medicare Part D prescription drug program. In 2007, Sec. Azar joined Eli Lilly and Co as senior vice president for corporate affairs and communications. From 2012 to 2017, he served as president of Lilly USA LLC. Sec. Azar clerked for U.S. Supreme Court Justice Antonin Scalia prior to practicing law. Sec. Azar has a bachelor's degree in economics and government from Dartmouth College and a law degree from Yale University. For the past 10 years, Sec. Azar has lived in Indiana with his wife and their two children.

EXCELLENCE



NANCY CHOCKLEY

Nancy Chockley is the founding President and CEO of the National Institute for Health Care Management (NIHCM). In the early 1990s, Nancy recognized a need for an organization that could bring business leaders together with policy makers and other experts to lower health care costs and improve quality. She pitched the idea to an outstanding group of forward-looking health plan CEOs, and with their leadership and support, NIHCM LLC was incorporated in 1993. Today, members of the NIHCM Board insure more than 40 percent of commercially insured Americans and have a combined revenue of over \$250 billion.

Nancy has long appreciated that researchers and journalists play a critical role both in identifying and evaluating issues, and in educating decision-makers and the general public. In 1994, she launched the NIHCM Awards for exceptional research and journalism in health care to encourage a sustained commitment to the health care field.

In 1998, Nancy led NIHCM through a reorganization to maintain the LLC while launching NIHCM Foundation. Through the Foundation, NIHCM has pursued an agenda to build brighter futures for women and children in partnership with the federal government. Nancy has broadened the Foundation's focus over the years to build the evidence base for health policy on a wide range of issues, and to promote collaboration across sectors.

Nancy's discernment and innovation has positioned NIHCM ahead of the policy debate for 25 years. While the health care landscape has changed dramatically, she has continued to confront the tough problems and spark innovative solutions. In 2013, Nancy created grant programs to fund independent research and journalism. Through an investigator-initiated approach, Nancy has established NIHCM as a trusted partner that amplifies important stories, educates journalists, and connects policymakers to nonpartisan evidence on timely topics.

Nancy is a national voice in the health care arena and has been featured on numerous national broadcasts such as ABC, NBC, BBC and CNN, and in print outlets such as *The Wall Street Journal*, *The New*



York Times, *USA Today* and *The Washington Post*. Best known for NIHCM's work on prescription drug pricing, Nancy has testified before the Senate, and NIHCM has been featured in hundreds of news stories.

Prior to founding NIHCM, Nancy was a principal in a strategy firm that is now part of Oliver Wyman. She advised CEOs and senior executives, some of whom became initial NIHCM board members.

Nancy lived in Calcutta, India, as a child, which fueled her commitment to helping others, particularly vulnerable children. She and her husband Fritz have been married for 31 years, and they are the proud parents of Katie and Wil Chockley. Nancy is an avid tennis player and she represents the Chevy Chase Club in competition.

Nancy received her MBA and her BA, with Distinction in Economics, from the University of Virginia.



THE UWE E. REINHARDT OUTSTANDING LEADERSHIP IN HEALTH CARE AWARD



NIHCM's Outstanding Leadership in Health Care Award was established in 2006 to recognize exceptional leaders who have made significant contributions to health care through public policy, industry, government, or humanitarian work.

Last year, we renamed the award in honor of the late Uwe E. Reinhardt, PhD, a renowned health economist who served as an advisor to NIHCM from 1996 until his passing in 2017. He left a profound mark on the work we do and the culture we strive to create.

Tonight, we honor him by granting the award in his name.

PREVIOUS WINNERS

2013 – Uwe E. Reinhardt
2008 – Jack Wennberg
2006 – Leonard Schaeffer

2018 WINNER
Governor Mike Leavitt



INNOVATION



MIKE LEAVITT

Mike Leavitt is the founder of Leavitt Partners where he helps clients navigate the future as they transition to new and better models of care. In previous roles, Mike served in the Cabinet of President George W. Bush (as Administrator of the Environmental Protection Agency and Secretary of Health and Human Services) and as a three-time elected governor of Utah.

Mike grew up in Cedar City, Utah, where his upbringing was rooted in the values of the American West, with its emphasis on hard work and common sense. He earned a bachelor's degree in business while working in the insurance industry. In 1984, he became chief executive of The

Leavitt Group, a family business that is now the nation's second largest, privately held insurance brokerage.

In 1993, Mike was elected governor of Utah. He served three terms (1993-2003). In 2003, he joined the Cabinet of President George W. Bush, serving in two positions: first as administrator of the Environmental Protection Agency (2003-2005) and then as secretary of Health and Human Services (2005-2009). At HHS, he administered a \$750 billion budget — nearly 25 percent of the entire federal budget — and 67,000 employees.

He led the implementation of the Medicare Part D Prescription Drug Program. The task required the design, systematization, and implementation of a plan to provide 43 million seniors with a new prescription drug benefit. By the end of the first year, enrollments exceeded projections, prices were lower than projected, and seniors expressed high levels of satisfaction.

Mike's strategic ability can be seen in his redesign of the nation's system of quality and safety standards for imported goods. In the spring of 2006, President Bush assigned him to lead a government-wide response. Within months, he commended a major strategic shift in U.S. policy on import regulation and trade.

A pattern of innovation runs throughout Mike's career. When he was elected governor, Utah's major freeway system was dangerously inadequate. Taking

what some thought was a significant political and financial risk, Mike instigated a design-build system, creating cost and quality incentives between the state and its contractors. The project was finished in half the originally projected time and well under budget.

Mike is, at heart, an entrepreneur. As governor, he organized a group of his colleagues to form Western Governors University. At WGU, degrees are earned based on competency rather than credit hours. WGU now has more than 90,000 students who reside in each of the 50 states and several foreign countries. Enrollment is growing at 35 percent a year. In November 2008, *TIME* magazine named WGU "the best relatively cheap university you've never heard of."

Collaborator is a word that comes up repeatedly when one examines Mike's background. His skill led his colleague

governors to elect him as chairman of the National Governors Association, the Republican Governors Association and Western Governors' Association. His book—*Finding Allies, Building Alliances*—was released in September 2013 by Jossey-Bass Publishers and chronicles his expertise and passion for collaboration.

Mike is a seasoned diplomat, leading U.S. delegations to more than 50 countries. He has conducted negotiations on matters related to health, the environment, and trade. At the conclusion of his service, the Chinese government awarded him the China Public Health Award — the first time this award has ever been given to a foreign government official.

He and his wife Jacalyn S. Leavitt lead a full life with five children and 15 grandchildren. Mike is an avid golfer. He got his first hole in one on his 60th birthday.



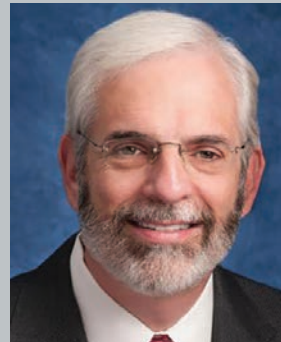
LEADERSHIP

25
YEARS



ACHIEVEMENT

NIHCM Board of Directors



NIHCM CHAIRMAN

ANDREW DREYFUS
President and CEO
Blue Cross Blue Shield of Massachusetts

NIHCM VICE CHAIRMAN

DAVID S. PANKAU
President and CEO
BlueCross BlueShield of South Carolina

DAVID W. ANDERSON
President and CEO
HealthNow New York Inc.

CURTIS BARNETT
President and CEO
Arkansas Blue Cross and Blue Shield

GAIL BOUDREAUX
President and CEO
Anthem, Inc.

KEVIN CONLIN
Chairman, President and CEO
Horizon Blue Cross Blue Shield of New Jersey

PATRICK CONWAY, MD
President and CEO
Blue Cross and Blue Shield of North Carolina

JOHN D. FORSYTH
Chairman and CEO
Wellmark, Inc.

PATRICK J. GERAGHTY
Chief Executive Officer
Florida Blue

W. DAVID HELMS, PHD
Senior Associate
Bloomberg School of Public Health
Johns Hopkins University

JD HICKEY, MD
President and CEO
BlueCross BlueShield of Tennessee

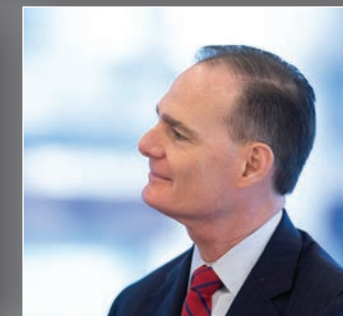
DANIEL HILFERTY
President and CEO
Independence Blue Cross

DANIEL J. LOEPP
President and CEO
Blue Cross and Blue Shield of Michigan

JEFF ROE
President and CEO
Premiera Blue Cross

CRAIG SAMITT, MD
President and CEO
Blue Cross Blue Shield of Minnesota

PAULA STEINER
President and CEO
Health Care Service Corporation



NIHCM Advisory Board



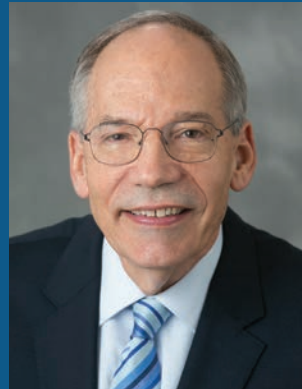
DONALD M. BERWICK, MD
Institute for Healthcare Improvement



JAMES C. CAPRETTA
American Enterprise Institute



MICHAEL E. CHERNEW, PHD
Harvard Medical School



PAUL B. GINSBURG, PHD
The Brookings Institution and
University of Southern California



ROBERT P. KOCHER, MD
Stanford University and Venrock



GOVERNOR MIKE LEAVITT
Leavitt Partners



MARK B. MCCLELLAN, MD, PHD
Duke University



ROBERT D. REISCHAUER, PHD
Urban Institute



JAMES ROBINSON, PHD
University of California, Berkeley



AVIK ROY
Foundation for Research on Equal
Opportunity and Forbes



NIHCM Foundation

NANCY CHOCKLEY
President and CEO

COLLABORATION



NIHCM team

FRONT ROW (LEFT TO RIGHT):

JULIE SCHOENMAN
Director of Research and Quality

CAROLYN MYERS
Director of Administration

KAITLIN SMITH
Communications Officer

KATHRYN SANTORO
Director of Programming

BACK ROW (LEFT TO RIGHT):

CAITLIN ELLIS
Senior Research and Policy Analyst

NANCY CHOCKLEY
President and CEO

KIRSTEN WADE
Administrative Assistant



1225 19th Street NW, Suite 710
Washington, DC 20036

202.296.4426

nihcm@nihcm.org
www.nihcm.org

#NIHCM25

Renwick Gallery

Smithsonian American Art Museum

Pennsylvania Avenue at 17th Street NW
Washington, DC 20006

202.633.100

americanart.si.edu/visit/renwick