

Dr. Stephen Boswell Mr. Normand Deschene Mr. Robert Coughlin Mr. David Segal Mr. James Roosevelt Jr.

Mr. Barry Bock Mr. Shaun Ginter Dr. Robert Master Dr. Nancy Gagliano Ms. Christine Schuster Dr. Timothy Ferris

Mr. Mark Santos Dr. Mark Keroack Mr. Andrew Dreyfus Ms. Kate Walsh Dr. Barbara Spivak

Mr. Jeffrey Hulburt Ms. Dolores Mitchell Dr. Howard Grant Dr. Michael Sheehy Dr. Eric Dickson

Mr. David Przesiek Ms. Amy Whitcomb Slemmer Mr. David Shore Ms. Patricia Begrowicz Mr. John Jordan

Dr. Steven Strongwater Dr. Kevin Tabb Mr. Eric Schultz Dr. David Torchiana Ms. Ellen Zane

2015 Cost Trends Hearing WITNESS PANELS

Panel 1: The 2014 Benchmark

President and CEO CEO President and CEO President and CEO CEO Fenway Community Health Center Lowell General Hospital/Wellforce Massachusetts Biotechnology Council Neighborhood Health Plan Tufts Health Plan

Panel 2: Care Delivery

CEO President and CEO CEO Chief Medical Officer President and CEO SVP, Population Health Management Boston Health Care for the Homeless Program CareWell Urgent Care Commonwealth Care Alliance CVS MinuteClinic Emerson Hospital Partners HealthCare System

Panel 3: Payment Reform

President, New England Market President and CEO President and CEO President and CEO President Aetna Health Plan Baystate Health Blue Cross Blue Shield of MA Boston Medical Center Mount Auburn Cambridge IPA

Panel 4: Market Structure

Interim President and CEO Executive Director President and CEO Acting Chief Medical Officer President and CEO

Panel 5: Promoting Value

Senior VP and Chief Sales Officer Executive Director President Owner Executive Vice President, Health Plans Beth Israel Deaconess Care Organization Group Insurance Commission Lahey Health Reliant Medical Group UMass Memorial Health Care

Fallon Health Plan Health Care For All MA Association of Health Underwriters Onyx Specialty Papers Vitals

Panel 6: The Benchmark 2015 and Beyond

CEO President and CEO President and CEO President and CEO Chair; Vice Chair; Chair Atrius Health Beth Israel Deaconess Medical Center Harvard Pilgrim Health Plan Partners HealthCare System Wellforce; Tufts Medical Center; Minuteman