

2007 Leadership Conference
Western Conference of Prepaid Medical Service Plans



A new proposition for health plans



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Important General Information

Delegate and Guest Registration and Conference Information Desk

Sunday	1:00 p.m. – 6:00 p.m.	Flores Foyer
Monday	7:30 a.m. – noon	Flores Foyer
Tuesday	7:30 a.m. – noon	Flores Foyer
Wednesday	7:30 a.m. – noon	Flores Foyer

Name Badges

Please wear your name badge to all Conference General Sessions and social functions. A pocket-sized agenda is included with each name badge holder.

Attire

Business casual is appropriate for all Conference General Sessions and the Sunday evening Welcome Reception.

Sunday Welcome Reception

The Welcome Reception will take place on the premises of the La Quinta Resort at the winter home of movie legend Greta Garbo from 6:00 to 8:30 p.m. See guest map for location.

Monday Morning Guest Tours

Guests will receive information regarding their individual tour at the Guest Registration Desk. A list of fellow participants and information on the departure time of the tours will also be available.

Tuesday Night Gala Dinner and Entertainment

A social hour beginning at 6:00 p.m. will be held outside the Fiesta Ballroom with dinner at 7:00 p.m. Please advise your waiter if you prefer a vegetarian meal. Entertainment during the social hour, dinner and post-dinner will be provided by Wayne Foster Entertainment.

Cell Phones

We ask that you be considerate of your fellow attendees and guest speakers during the Conference General Sessions and turn off your cell phones. Thank you!

Non-Smoking Policy

La Quinta Resort & Spa is a non-smoking property.



Welcome!

On behalf of Regence, it is my pleasure to welcome you to the 2007 Western Leadership Conference.

Never before has the issue of health care dominated the national debate to the degree it does today; consumers, policy makers and the media are demanding information and innovation. We all feel a tremendous sense of urgency to find solutions to a broken system, and that urgency is what shaped the theme for this year's conference: "The Value Proposition for Health Plans in the 21st Century."

We have assembled some of the nation's most thought-provoking speakers, and over the next few days we will challenge you to think critically about the kind of value we should be providing to our members in the future, and how health plans can deliver that value. Your participation will be key to the successful exploration of these issues.

Of course, there is also time for some fun and relaxation, and we have planned a variety of engaging activities for participants and guests during the conference.

Founded in 1926, the historic La Quinta Resort is the perfect location for such a prolific gathering of health care leaders. I hope that you enjoy the setting and the outstanding amenities offered by the resort. Please let us know how we can make your stay more enjoyable.

Best wishes,

Mark Ganz
President and CEO
Regence



Agenda





Agenda

Sunday, October 14, 2007

1:00 p.m. – 6:00 p.m.	Delegate and Guest Registration	Flores Foyer
6:00 p.m. – 8:30 p.m.	Welcome Reception “A Taste of La Quinta” (See guest map)	La Casa Patio & Courtyard



Monday, October 15, 2007

First General Session

8:15 a.m. – 8:35 a.m.	Welcome and Opening Ceremony Mark Ganz – Host President and CEO Regence	Flores Ballroom
	Dr. Robert Grossman – Chair of the Day Past President, Western Conference Blue Cross and Blue Shield of North Dakota	
8:35 a.m. – 9:05 a.m.	Governor Arnold Schwarzenegger (invited)	
9:05 a.m. – 9:45 a.m.	Ben Leedle , CEO, Healthways <i>Cracking the Code: the DNA of a Healthy Future</i>	
9:45 a.m. – 10:00 a.m.	Break	Flores Foyer
10:00 a.m. – 10:40 a.m.	Wayne Gattinella , CEO, WebMD <i>Fulfilling the Promise of Internet-based Health</i>	
10:40 a.m. – 11:20 a.m.	Steve Bennett , CEO, Intuit <i>Empowering Value-Focused Health Care Consumers</i>	
11:20 a.m. – Noon	Panel Discussion/Questions & Answers Leedle, Gattinella and Bennett	
Noon – 1:30 p.m.	Lunch – Delegates Only Dr. Will Miller , Cultural Analyst <i>A New Perspective on Change: A Humorous Look at Embracing and Coping with Change</i>	Fiesta Ballroom
1:30 p.m.	Meeting adjourned for the day	



Tuesday, October 16, 2007

7:00 a.m. – 8:30 a.m. Delegates and Guests
Continental Breakfast Flores Foyer
and Veranda

Second General Session

8:30 a.m. Call to Order: Chair of the Day Flores Ballroom
Dr. Mark Adams
President-Elect, Western Conference
Regence BlueShield

8:35 a.m. – 9:30 a.m. **Dr. Mark McClellan**
Former Administrator, Centers for Medicare
and Medicaid Services
*The Future of Health Care: Leading Change
to Deliver Value*

9:30 a.m. – 10:10 a.m. **Josh Raskin**
Senior Health Care Analyst
Lehman Brothers
*Health Plans in the New Millennium:
Challenges to Inertia*

10:10 a.m. – 10:25 a.m. Break

10:25 a.m. – 11:00 a.m. **Michelle McMurry, M.D., Ph.D.**
Director, Health, Biomedical Science
and Society Initiative, The Aspen Institute
*Transforming the Marketplace of Health:
Opportunities for Health Plans*



11:00 a.m. – Noon

David Broder, National Political Correspondent
and Opinion Editorial Columnist
The Washington Post
*The Politics of Health Care: What Does the
Future Hold for Health Plans?*

Noon

Meeting adjourned for the day

(Free afternoon)

6:00 p.m.

Social Hour

Fiesta Plaza

7:00 p.m.

Gala Dinner

Fiesta Ballroom

8:00 p.m.

Wayne Foster Entertainment

Fiesta Ballroom



Wednesday, October 17, 2007

7:00 a.m. – 8:30 a.m. Delegates and Guests Continental Breakfast Flores Foyer and Veranda

7:30 a.m. – 8:30 a.m. Western Conference Board of Trustees Breakfast Meeting Fiesta 6

Third General Session

8:30 a.m. to 8:35 a.m. Call to Order: Chair of the Day **Dr. Dianne Gasbarra**
Vice President, Western Conference Health Care Service Corporation Flores Ballroom

8:35 a.m. – 8:40 a.m. Annual Meeting and Western Conference Business

8:40 a.m. – 10:40 a.m. Leaders Innovating to Value Today
Panel moderated by **Scott Serota**
Vicky Gregg, President and CEO
Blue Cross Blue Shield of Tennessee
Cleve Killingsworth, President and CEO
Blue Cross and Blue Shield of Massachusetts
Mohan Nair, Executive Vice President and
Chief Marketing Officer
Regence

10:40 a.m. – 10:55 a.m. 2008 Leadership Conference Presentation
Rich Boals
President and CEO
BlueCross BlueShield of Arizona

10:55 a.m. – 11:55 a.m. The Honorable **John McCain** (R-AZ) (invited)
Honor and Courage

11:55 a.m. – Noon Closing Remarks and Adjournment
Mark Ganz, President and CEO
Regence



Speakers





Arnold Schwarzenegger
Governor of California

The world knows Arnold Schwarzenegger as a famous bodybuilder and a Hollywood action hero, but he is also a successful businessman, generous philanthropist and California's 38th Governor.

Governor Schwarzenegger's fiscal policies have brought California back from the brink of bankruptcy, reinvigorated the economy, established a better environment for business and created more than 680,000 new jobs. Improved state revenues have paid down the state's debt and afforded record investments in schools, roads and affordable healthcare for children. Governor Schwarzenegger's most notable accomplishments include a bipartisan agreement to reduce California's greenhouse gas emissions by signing landmark legislation in 2006, increasing the minimum wage while lowering the state's unemployment rate and overhauling the workers' compensation system - cutting costs by more than 35 percent. In addition, Governor Schwarzenegger is the first governor in decades to make major investments in improving California's aging infrastructure through his Strategic Growth Plan, helping to reduce congestion and clean the air. He established the Hydrogen Highway and Million Solar Roofs Plan, continuing his leadership in creating a greener environment.

As Governor, he has been California's most effective marketing tool, traveling across the country and around the world promoting California grown products, cutting edge technologies and the state's diverse travel destinations. Using his background as an internationally recognized athlete, Governor Schwarzenegger has made restoring health and fitness a top priority. He signed legislation making the state's school nutrition standards the most progressive in the nation and promotes healthy habits.



Ben R. Leedle, Jr.

President and Chief Executive Officer
Healthways

Mr. Leedle is the President and Chief Executive Officer of Healthways. For the past ten years, he has led the development, marketing, sales, implementation and operations of Healthways' health plan products, a comprehensive care enhancement system designed to serve health plans' entire membership, not just the chronically ill.

Mr. Leedle joined the company in July 1985 as an Exercise Physiologist/Certified Diabetes Educator with the Diabetes Center of Excellence at St. Joseph Medical Center in Wichita, Kansas. Three years later, he was promoted to Program Manager, responsible for site operations for the Diabetes Center of Excellence at Roper Hospital in Charleston, South Carolina. In 1990, Mr. Leedle was promoted to Healthways' corporate management team in Nashville, Tennessee, and has since held several positions of increasing responsibility. He was named Chief Operating Officer in 2001 and was appointed President in May 2002, before assuming his current role as Chief Executive Officer. Mr. Leedle was elected to Healthways Board of Directors in September 2003.

Mr. Leedle has been active in the American Diabetes Association at the state level in Kansas, South Carolina and Tennessee, and served as Peer Reviewer for the ADA National Recognition process.

He earned his Master of Science Degree from Emporia State University in 1985 and his Bachelor of Arts Degree in Education from Central College, Pella, Iowa, where he graduated Summa Cum Laude. In 2002, Mr. Leedle completed the Executive Education Advanced Management Program at Harvard Business School, Cambridge, Massachusetts.



Wayne T. Gattinella

President and Chief Executive Officer
WebMD

Wayne T. Gattinella was appointed CEO of WebMD in April 2005, after serving as President of WebMD Health since joining the company in 2001. Mr. Gattinella has helped establish WebMD as the most recognized and trusted brand of health information for consumers and physicians. Under his direction, WebMD has also become the leader in providing private health and benefits portals for Fortune 500 companies and the country's largest health plans.

Previously Mr. Gattinella has held senior management positions with leading companies including Merck-Medco, where he served as Executive Vice President of Marketing from 1992 to 1998. In this role, Mr. Gattinella helped to grow Merck-Medco's market position as the leading prescription benefits management company.

Mr. Gattinella was also Vice President of Consumer Marketing for MCI Telecommunications from 1984 to 1992, where he led the company's marketing and new product initiatives during the new competitive period in the long distance market. He also held senior management positions with PeoplePC, an ISP service provider and MemberWorks, a marketing services company. Mr. Gattinella earned his MBA in Marketing from St. Joseph's University and his Bachelor of Science in Finance and Marketing from Drexel University.



Steve Bennett

President and Chief Executive Officer
Intuit

Steve Bennett joined Intuit in January 2000 as the company's president and chief executive officer. Since then, Bennett has combined the company's historic innovative and customer-driven expertise with strategic and operational rigor.

Intuit has grown under Bennett's leadership by pursuing a straightforward strategy: Be in growth businesses, high-profit businesses and attractive new markets with large unmet or underserved needs Intuit can solve well. This strategy has led the company's expansion into new areas that serve larger and more complex businesses, creating solutions that go beyond accounting and tax preparation. This includes Intuit's emerging presence in online banking and health care, complementing its portfolio of flagship brands – QuickBooks, TurboTax and Quicken software, leaders in the small business, consumer tax preparation and personal finance management fields.

At the same time, Bennett has led the transformation of Intuit's culture. He has instilled a "True North" mindset, where all employees consistently work to deliver best-we-can-be results for employees, shareholders and customers in the short- and long-term. His focus on increasing employee engagement and creating a high-performing organization has led Intuit to being named to Fortune Magazine's "Best Companies to Work For" list for six consecutive years and Most Admired Software Company for three years running. Bennett is a member of the board of directors of Sun Microsystems, and graduated from the University of Wisconsin with a bachelor's degree in finance and real estate.



Dr. Will Miller
Cultural Analyst

A psychotherapist, comedian and popular cultural analyst, Dr. Miller is people-focused—listening, observing, connecting and communicating. His career has included posts at mental health and substance abuse recovery centers. He’s provided spiritual guidance at Universities, hospitals and to police. And he’s been an educator and a sought after lecturer.

Dr. Miller has earned the reputation as an extraordinary keynote speaker. He is a recognized expert in the area of interpersonal relationships, organizational health and workplace culture. A therapist and teacher at Purdue University, he lectures at the schools of Organizational Leadership, Management and Mass Communication on the social environment of the workplace and the impact on productivity.

Dr. Miller is one of the country’s leading authorities on stress reduction and life balance. He has four graduate degrees and years of experience as a therapist, counselor and author. To top it off, he spent 16 years as a top headline comedian in New York City. He has toured the country extensively as an entertainer and has appeared on countless standup comedy programs. He was also the on-air spokesman for the Nick-At-Nite television network and hosted the NBC Daytime program *The Other Side*. His insight into the American psyche is astounding. With clarity and approachability, he weaves together a presentation that combines groundbreaking research with hilarious comedy.



**Mark B. McClellan,
M.P.A., M.D., Ph.D.**

Former Administrator,
Centers for Medicare and Medicaid Services

Dr. Mark B. McClellan is the former administrator for the Centers for Medicare and Medicaid Services (CMS) and the former commissioner of the Food and Drug Administration (FDA) in the U.S. Department of Health and Human Services.

In 2006, Dr. McClellan joined the AEI-Brookings Joint Center for Regulatory Studies as a visiting senior fellow. At AEI and Brookings, Dr. McClellan works on developing and implementing ideas to drive improvements in high-quality, innovative, affordable health care.

Dr. McClellan has had a highly distinguished tenure of public service. In the George W. Bush administration, he served on the President's Council of Economic Advisers and as senior director for health care policy at the White House (2001–2002), FDA commissioner (2002–2004), and CMS administrator. In the Clinton administration, Dr. McClellan was deputy assistant secretary of the Treasury for economic policy from 1998–1999.

A graduate of the University of Texas at Austin, he earned his M.P.A. from Harvard's Kennedy School of Government in 1991, his M.D. from the Harvard-MIT Division of Health Sciences and Technology in 1992, and his Ph.D. in economics from MIT in 1993. He completed his residency training in internal medicine at Brigham and Women's Hospital, Boston. Dr. McClellan has been board-certified in Internal Medicine and has been a practicing internist during his academic career. He has twice received the Kenneth J. Arrow Award for Outstanding Research in Health Economics.



Joshua R. Raskin, CFA

Senior Health Care Analyst
Lehman Brothers Services

Joshua is a Senior Vice President and Senior Analyst in the Equity Research department at Lehman Brothers covering the Managed Care industry. Joshua joined Lehman Brothers in May of 1999. Prior to his current role at Lehman Brothers, he was a research associate at Morgan Stanley Dean Witter. Prior to that, Joshua was a Senior Associate in the financial services group at PricewaterhouseCoopers LLP.

In the most recent Institutional Investor All-American Research Team Poll, Joshua placed second among more than twenty analysts in the managed care category. Joshua has gained more votes in the past four years than any other analyst in the category. In 2003 Joshua ranked second in the annual Wall Street Journal poll in his category. Joshua has also been widely cited in the media, including the Wall Street Journal, The New York Times, Barrons, Forbes, Business Week, Modern Healthcare, CNBC and Bloomberg Television.

Joshua has the Chartered Financial Analyst designation, and is a member of the New York Society of Security Analysts. Joshua graduated with honors from Lehigh University in Bethlehem, Pennsylvania with a B.S. in Accounting.



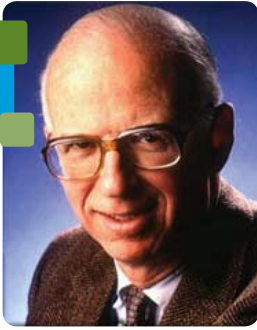
Michelle McMurry, MD, PhD

Director, Health, Biomedical Science
and Society Initiative
The Aspen Institute

Dr. McMurry is the director of the Health, Biomedical Science, and Society Policy Program of the Aspen Institute. She is also an Adjunct Assistant Professor of Health Policy at George Washington University. She was formerly a Robert Wood Johnson Health and Society Scholar at the University of California at Berkeley and San Francisco and an Adjunct MacArthur Fellow in Global Health at the Council for Foreign Relations.

Her work has focused on the intersection of biomedical research funding policies, healthcare disparities and global health inequities. She formerly oversaw health and social policy issues for Senator Joseph Lieberman and was the senior health policy advisor for the Lieberman for President Campaign. In both contexts she constructed policies to stimulate translational research in the public and private sectors and to promote health care quality.

Dr. McMurry completed a bioterrorism policy fellowship in the office of Senator Joseph Lieberman, funded by The Robert Wood Johnson Foundation and participated in a joint pediatric-medical genetics training program at Children’s National Medical Center in Washington, D.C. and the National Human Genome Research Institute at the National Institutes of Health (NIH). She received her M.D. and Ph.D. in molecular immunology from Duke University with a grant from the NIH Medical Scientist Training Program. She received her undergraduate training in biochemistry at Harvard University.



David Broder

National Political Correspondent and
Opinion Editorial Columnist
The Washington Post

David Broder, a national political correspondent reporting the political scene for The Washington Post, writes a twice-weekly column that covers American political life. The column is carried by more than 300 newspapers across the globe.

Broder has been called “the high priest of political journalism,” by author Timothy Crouse, “the unchallenged ‘dean’ of what many political reporters like to think is their ‘priesthood,’ “ by U.S. News, and “probably the most respected and influential political journalist in the country,” by columnist Richard Reeves. Broder was awarded the Pulitzer Prize in May 1973 for distinguished commentary. He has been named “Best Newspaper Political Reporter” by Washington Journalism Review. A survey for Washingtonian magazine found that Broder was rated “Washington’s most highly regarded columnist” by both editorial-page editors and members of Congress, leading 16 others in ratings for “overall integrity, factual accuracy and insight.”

Broder was born in Chicago Heights, Ill. He received his bachelor’s degree and an M.A. in political science from the University of Chicago. He has been a Fellow of the Institute of Politics of the John F. Kennedy School of Government at Harvard University and a Fellow of the Institute of Policy Sciences and Public Affairs at Duke University.



Scott Serota

President and Chief Executive Officer
Blue Cross and Blue Shield Association

Scott Serota is President and CEO of the Blue Cross and Blue Shield Association, a national federation of 39 independent, community-based and locally operated Blue Cross and Blue Shield companies covering more than 98 million Americans.

Serota serves on the White House Conference on Aging Policy Committee, chairing its Subcommittee on Health. He also serves on the American Health Information Community, working with HHS on advancing health information technology and electronic health records.

He is a founding member of the National Business Group on Health's Institute on Healthcare Costs and Solutions, and board member of the Council for Affordable Quality Healthcare, National Center for Healthcare Leadership, Health Research & Educational Trust, Partnership for Prevention, and Accrediting Commission on Education for Health Services Administration.

He is a member of American College of Healthcare Executives, and serves on the Washington University School of Medicine National Council, chairing the Alumni Association Health Administration Program, and was named a distinguished alumnus by the Purdue College of Science for 2006.



Vicky Gregg

President and Chief Executive Officer
BlueCross BlueShield of Tennessee

Vicky Gregg is the President and Chief Executive Officer of BlueCross BlueShield of Tennessee, the largest health care provider in the state, with more than \$16 billion in claims paid annually. Prior to becoming CEO, Ms. Gregg occupied several senior leadership positions in the company, including President and Chief Operating Officer, Executive Vice President and Chief Executive Officer of Volunteer State Health Plan, the company's Medicaid HMO. Previously, Ms. Gregg worked for Humana Health Plans, where she oversaw operations, strategic development, acquisition and health plan service area expansion. A nurse by education, Ms. Gregg has more than 25 years of experience in diverse health care environments including clinical care, hospital administration, long term care and health care benefits and financing.

In 2004, Senate Majority Leader Bill Frist (R-TN) appointed Ms. Gregg to the United States National Institutes of Health Commission on Systemic Interoperability, a group tasked with developing a strategy for building a nationwide electronic health records network. In 2006, Tennessee Governor Phil Bredesen appointed Ms. Gregg to the newly-created E-health Advisory Council, a 16-member panel tasked with making recommendations on how to establish an interoperable health care data exchange in Tennessee.

Ms. Gregg also serves on several national boards, including America's Health Insurance Plans, the Blue Cross and Blue Shield Association, the Council for Affordable Quality Healthcare and the National Institute for Health Care Management Foundation. She serves as a member of the Healthcare Leadership Council and is an adjunct faculty member of East Tennessee State University Department of Nursing.



Cleve L. Killingsworth

President and Chief Executive Officer
Blue Cross Blue Shield of Massachusetts

Cleve L. Killingsworth is a nationally-recognized leader in health care management as well as a thoughtful advocate for intelligent reform within the health care system. During his 30 years in the health care industry, Mr. Killingsworth has earned a reputation as an innovative manager, dynamic teacher and insightful analyst.

Mr. Killingsworth serves as President and Chief Executive Officer of Blue Cross Blue Shield of Massachusetts, one of the largest independent, not-for-profit Blue Cross Blue Shield plans in the country. In this position, he leads the company's efforts to elevate the quality of services and care delivered to its three million members and works collaboratively with a variety of health care stakeholders to reform and improve the health care delivery system.

For many years, Mr. Killingsworth has participated in a variety of industry conferences where he has emerged as an articulate voice for reform, particularly concerning more efficient management practices and the need to improve the safety of care. He was a lecturer at the School of Medicine and Dentistry at the University of Rochester Medical Center and an adjunct professor in health services administration at the Wharton School of Business, University of Pennsylvania.

Cleve Killingsworth holds a Bachelor of Science degree from the Massachusetts Institute of Technology and a Master of Public Health degree from Yale University.



Mohan Nair

Executive Vice President,
Chief Marketing Executive
Regence

Mohan Nair is an author, educator and former software entrepreneur and is the Executive Vice President, Chief Marketing Executive for Regence. He is accountable for all front-end activities for Regence, including product management, marketing communication, sales, business development and corporate performance management. He also serves as the Chairman of the Board of Regence Life and Health, a wholly-owned subsidiary of Regence.

Mohan previously served as President of ABC Technologies, Inc., a leader in activity-based cost management software. He also led marketing at Mentor Graphics Corporation, a leader in electronic design automation, and started his career at Intel Corporation as a software system engineer.

As an adjunct professor of business with the Kellogg School of Management, Mohan teaches executive courses in supply-chain management and cost and performance management. He has written two books titled “An Executive’s Guide to Activity-based Management Systems” and “Essentials of Balanced Scorecard” (Wiley and Sons).

Mohan has served the nation in several capacities: as a member of the Armed Services Interest Group on Cost and Performance Management; as a member of the Government’s Committee on Performance and Accountability for the State of Oregon and he has been called by the U.S. Department of Health and Human Services to serve on the Chronic Care Workgroup.



The Honorable John McCain

John Sidney McCain was born in a Naval hospital on August 29, 1936 in the Panama Canal Zone. The son and grandson of Navy admirals, John McCain learned early the time-honored values of duty, honor and country. In his family, those aren't just words; they're articles of faith.

At the age of 17, young John followed in his father's and grandfather's footsteps to the U.S. Naval Academy at Annapolis. There he began a remarkable lifetime of service - and devotion - to America. Graduating in 1958, John was commissioned an ensign in the Navy and trained to become an aircraft carrier pilot.

On October 26, 1967, Lt. Commander McCain departed for his 23rd bombing mission over North Vietnam. A Soviet-made surface-to-air missile struck his plane, shearing off the right wing. McCain ejected as his plane spiraled violently to earth. The force of the ejection knocked him unconscious and both of his arms and one leg were broken. He regained consciousness as he plunged into a lake near his bombing target. Quickly, an angry mob gathered. Dragging him from the lake, they broke his shoulder with a rifle butt and bayoneted him repeatedly. They loaded McCain into a truck and delivered him to the infamous "Hanoi Hilton." Within a few months of McCain's becoming a prisoner of war, his father, Admiral Jack McCain, was appointed commander of all U.S. forces in the Pacific. The North Vietnamese, sensing a propaganda prize, offered McCain early release.

But McCain refused early release, citing the code of conduct that prisoners of war should be released in the order in which they were captured. His captors demanded he accept their offer. McCain refused, over and over again. For his repeated defiance, his communist captors savagely beat him. Before it was over, John McCain spent 5 years as a prisoner of war, two of them in solitary confinement.

From day one and throughout his career in Washington, John McCain has been guided by one cause above all others: the fight for freedom.



**Western Conference of Prepaid Medical Service Plans
Conference and Board of Trustees Officers**

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