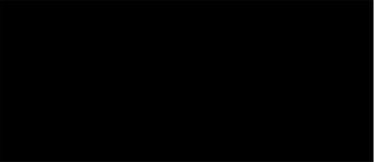


Curriculum Vitae

Peter V. Lee, J.D.



Executive Director, Covered California

Sacramento, CA 2011-Present

Reporting directly to the Covered California Board, I oversee the planning, development and ongoing administration and evaluation of the California's Exchange. Covered California was established by the State of California to support the dramatic expansion of coverage enabled by the Affordable Care Act. Covered California has received federal development and implementation funding in excess of \$1 billion and has over 1,000 employees with an array of major vendor partners to support its mission. The initial enrollment of over 1 million Californians – reflecting annual premiums of about \$4 billion – were in eleven health plans and are the product of both active negotiating and design of standard benefits, as well as the execution of a statewide integrated marketing and outreach effort.

Deputy Director, Center for Medicare and Medicaid Innovation, CMS **Director of Delivery System Reform, Health and Human Services, Office of Health Reform**

Washington, DC 2010-2011

At the Innovation Center – one of the signature tools created by the Affordable Care Act to promote to lower costs, better health and better health care for Medicare, Medicaid and CHIP beneficiaries, with \$10 billion in dedicated funding – provided leadership to establish the initial operating structure and policies. During my tenure at the Innovation Center, I established initial guidance and policies to shape the portfolio of the Innovation Center's initiatives that identify, test and support new models of care and payment that will promote better health, higher quality health care and reduced cost. Prior to moving to the Innovation Center, I coordinated efforts across Health and Human Services related to implementing delivery system reform elements of the Affordable Care Act. This included having lead responsibility for developing the National Quality Strategy and assisting in the creation of the Partnership for Patients, a national initiative seeking to have dramatic impacts on improving health and safety in America's hospitals.

Executive Director for National Health Policy, Pacific Business Group on Health (PBGH)

San Francisco, CA 2008-2010

Oversaw the efforts of PBGH to shape national and state policies to reinforce efforts to promote better health and improve the affordability and accessibility of high quality health care. Represented the perspective of purchasers seeking to promote high value in health care by working on California and national policy and quality reform efforts. At the same time, lead national collaborative advocacy work with consumers and labor as co-chair of the Consumer-Purchaser Disclosure Project.

Chief Executive Officer, Pacific Business Group on Health (PBGH)

San Francisco, CA 2000-2008

Provided strategic and tactical leadership to efforts improving the quality, availability and affordability of health care. Translated the vision of "value-based purchasing" into action for large purchasers and in shaping national policy. Worked successfully in collaboration with diverse stakeholders, formulating agreement and advocating for changes in market practices

and public policies that promote better quality care. Oversaw the operation of Pacific Health Advantage, the small-employer purchasing pool for the State of California. At its height the pool provided insurance to over 7,000 small businesses and served 150,000 Californians. Through initiatives in the areas of workplace wellness, quality measurement and improvement, value purchasing and consumer engagement, PBGH works independently and in collaboration with others to encourage better health and high quality, cost-effective health care.

Executive Director, Center for Health Care Rights

Los Angeles, CA and Sacramento, CA 1995-2000

Oversaw direct service, research and advocacy efforts seeking to ensure that consumers are represented at every level of the health care system. Prior to becoming the Executive Director, ran the Center's Consumer Protection Project and directed the development of the Sacramento-area Health Rights Hotline, one of the nation's first programs geared at assisting health care consumers navigate more effectively. Helped bring consumers' perspectives to policy making and worked with health plans, regulators, and providers to improve care.

Attorney, Tuttle & Taylor

Los Angeles, CA 1993-1995

General civil litigation practice, negotiating and monitoring settlement agreements, planning and implementing discovery, writing pleadings, and conducting legal research.

Director of Programs, National AIDS Network

Washington, DC 1987-1990

Managed national training, support and information programs for community-based AIDS service organizations. Responsibilities included: planning for and implementing programs to support diverse community-led AIDS programs across the country; supervising staff responsible for developing technical assistance material, minority affairs programs, organizing conferences and media campaigns; and promoting community-based AIDS service delivery with federal agencies, private funders and legislative staff.

Deputy Director of Development and Finance, Hero, Inc.

Baltimore, MD 1987

Led efforts to integrate fundraising with program planning to meet the needs of people living with HIV in Maryland. Also, oversaw financial operations and programs and accounting functions for Maryland's primary AIDS service organization.

Director of Finance and Administration, Co-op America, Inc. (now "Green America")

Washington, DC 1984-1987

Oversaw all operations of the premier organization promoting strategies for individuals to reflect their personal and political values by how to spend and invest. Oversight included administration, accounting, data processing and financial planning and reporting. Managed growth of the national membership association from 4,000 to 35,000.

Independent Consultant

Washington, DC and Los Angeles, CA 1990-1996

Provided consulting services in the areas of program development, needs assessment, grant writing, and conference planning. Clients included: American Bar Association; Section of

Individual Rights and Responsibilities; Office of AIDS and Office of Rural Health Policy; Health Resources and Services Administration; and AIDS Education and Training Center, U.S.C. School of Medicine.

Education

University of Southern California, Law Center

Juris Doctor, May 1993

Senior Editor: Southern California Interdisciplinary Law Journal; Major Tax Planning

Honors: Shattuck Award

University of California, Berkeley

AB, Political Economics of Industrial Societies, March 1983

Honors: Graduated Magna Cum Laude; Dean's List four years

Public Speaking, Memberships and Publications

Frequent source of expert and policy information for the media, public speaker and have testified many times at the national and state levels. History of service on state and national boards, including the National Quality Forum, the National Committee on Quality Assurance (NCQA), the National Priorities Partnership, the National Business Coalition on Health, the Institute of Medicine's Crossing the Quality Chasm Summit Committee, the State of California's Managed Health Care Improvement Task Force and the Consumer/Purchaser Disclosure Project, a national effort to promote better transparency of health care providers' performance.

Commissions, Memberships and Professional Affiliations

- National Committee for Quality Assurance, Board of Directors (2002-2010)
- National Priorities Partnership (2008-2010)
- National Quality Forum, Board of Directors (2004-2010)
- Consumer-Purchaser Disclosure Project (2003-2010)
- AQA Steering Committee (2006-2010)
- Quality Alliance Steering Committee (2006-2010)
- Stand for Quality, Steering Committee (2009-2010)
- National Business Coalition on Health, Board of Directors (2001-2008)
- Institute of Medicine, Crossing the Quality Chasm Summit Committee (2004)
- Leapfrog Group, National Steering Committee (2000-2003)
- California Department of Corporations, Quality Audits of Providers Working Group (1999)
- California Office of Statewide Health Planning and Development, Committee to Advance Patient Privacy and Care (1999-2002)
- California Information Exchange – CALINX – Oversight Group (1999-2000)
- California HealthCare Foundation, Quality Initiative Advisory Committee (1999)
- National Committee on Quality Assurance, Consumer Advisory Council (1998-2000)

- U.S. Department of Health Services, Health Resources and Services Administration AIDS Advisory Committee (1996-2000)
- State of California, Managed Health Care Improvement Task Force (1997-1998)
- HIV/AIDS Legal Services Alliance, Legal Advisory Committee (1996-2000)
- Co-op America, Board of Directors (1985-1992)
- U.S.C. Public Interest Law Foundation, Board of Directors (1991-1994)
- Lawyers for Human Rights, Member and Board of Directors (1995)
- American Public Health Association
- Los Angeles County Bar Association Bioethics Committee
- American and California Bar Associations
- Certified Mediator, Los Angeles County Bar Association, Dispute Resolution Services

Selected Publications and Articles

- *Payment Reform – The Need to Harmonize Approaches in Medicare and the Private Sector* with Bob Berenson, M.D. and John Tooker, M.D., *New England Journal of Medicine*, December 2009
- *Health Care Transformation And CEO Accountability* with Craig Barrett, *Health Affairs*, January 2009
- *Making Space For Disruption: Putting Patients At The Center Of Health Care* with David Lansky, Ph.D., *Health Affairs*, September/October 2008
- *Beyond Consumer-Driven Health Care: Purchasers' Expectations Of All Plans* with Emma Hoo, *Health Affairs*, October 2006
- *Consumerism And Payment Reform: Seeking to Create A More Perfect Union* (book review of *Customer-Directed Healthcare Reform with Episode Pricing*); *Health Affairs*, July/August 2006
- *PPO's Must Join the Quality Revolution*; *Medical Care Research and Review*, Volume 58, Supplement 1, 2001
- *Improving Health Care Quality: Opportunities for Intervention by Consumer Groups*; *Center for Health Care Rights*, March 2000
- *Manage to Care: How California Can Better Inform Consumers About Managed Care*; *Consumers Union and the Center for Health Care Rights*, June 1999
- *Making Sense of Managed Care Quality Information*, *National Health Law Program and the Center for Health Care Rights*, November 1998
- *Consumers in Managed Care: Problems, Solutions and Lessons Learned from the Health Rights Hotline*; *Health Rights Hotline*, October 1998

- *The True Test of Whether Health Plans Put Patients First*, Health Affairs, November/December 1997
- *Disenrollment Rates from Medi-Cal Managed Care Plans: Cause for Concern in the Expansion of Managed Care*; Center for Health Care Rights, 1997
- *Managed Care Ombudsman Programs: New Approaches to Assist Consumers and Improve the Health Care System*; Center for Health Care Rights, 1996
- *The Promise and Perils of Managed Health Care: Consumers' Search for a Level Playing Field*; Whittier Law Review, 1996
- *Utilization Rates for Enrollees in Medi-Cal Managed Care Plans: Do Low Rates Reflect Inappropriate Barriers to Care?*; Center for Health Care Rights, 1996
- *Engendered Social Security Disability Determinations: The Path of a Woman Claimant*; Tulane Law Review, 1994
- *AIDS Into the Nineties, Strategies for an Integrated Response to the AIDS Epidemic*, with Michael Carbine, National AIDS Network, 1988