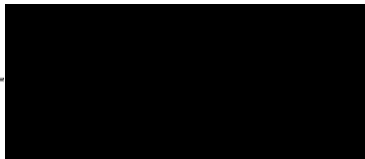


Committee on Energy and Commerce
U.S. House of Representatives
Witness Disclosure Requirement - "Truth in Testimony"
Required by House Rule XI, Clause 2(g)(5)

1. Your Name: Kristi A. Matus		
2. Your Title: Chief Financial and Administrative Officer		
3. The Entity(ies) You are Representing: athenahealth, Inc.		
4. Are you testifying on behalf of the Federal, or a State or local government entity?	Yes	No X
5. Please list any Federal grants or contracts, or contracts or payments originating with a foreign government, that you or the entity(ies) you represent have received on or after January 1, 2013. Only grants, contracts, or payments related to the subject matter of the hearing must be listed. None		
6. Please attach your curriculum vitae to your completed disclosure form.		

Signature: _____



_____ Date: February 6, 2015

INSTRUCTIONS FOR COMPLETING THE TRUTH-IN-TESTIMONY DISCLOSURE FORM

In General. The attached form is intended to assist witnesses appearing before the Committee on Energy and Commerce in complying with Rule XI, clause 2(g)(5) of the Rules of the House of Representatives, which provides:

(B) In the case of a witness appearing in a nongovernmental capacity, a written statement of proposed testimony shall include a curriculum vitae and a disclosure of any Federal grants or contracts, or contracts or payments originating with a foreign government, received during the current calendar year or either of the two previous calendar years by the witness or by an entity represented by the witness and related to the subject matter of the hearing. (C) The disclosure referred to in subdivision (B) shall include (i) the amount and source of each Federal grant (or subgrant thereof) or contract (or subcontract thereof) related to the subject matter of the hearing; and (ii) the amount and country of origin of any payment or contract related to the subject matter of the hearing originating with a foreign government. (D) Such statements, with appropriate redactions to protect the privacy or security of the witness, shall be made publicly available in electronic form not later than one day after the witness appears.

Please complete the form in accordance with these directions.

1. ***Name, Title, Entity(ies) (Items 1-3 on the form).*** Please provide the name and title of the witness and the entity(ies) on whose behalf the witness is testifying.
2. ***Governmental Entity (Item 4).*** Please check the box indicating whether or not the witness is testifying on behalf of a government entity, such as a Federal department or agency, or a State or local department, agency, or jurisdiction. Trade or professional associations of public officials are not considered to be governmental organizations.

Grants and Contracts (Item 5). Please list any Federal grants or contracts, or contracts or payments originating with a foreign government, that you or the entity(ies) you represent have received on or after January 1, 2013. For each Federal grant (or subgrant thereof) or contract (or subcontract thereof) related to the subject matter of the hearing, please include the amount and source of each. For each payment or contract originating with a foreign government related to the subject matter of the hearing, please include the amount and country of origin of each. Only grants, contracts, or payments related to the subject matter of the hearing must be listed.
3. ***Curriculum Vitae (Item 6).*** Please attach your CV to your completed disclosure form.
4. ***Submission.*** Please sign and date the form in the appropriate place. Please submit this form with your written testimony. Please note that under the Committee's rules, copies of a written statement of your proposed testimony must be submitted before the commencement of the hearing. To the greatest extent practicable, please also provide a copy in electronic format according to the Electronic Format Guidelines that accompany these instructions.

Kristi A. Matus

SUMMARY

Highly accomplished, dynamic leader, with a consistent record of success in both operations and financial management in all sectors of financial services and health care. A dedicated team player who balances strategic and operational requirements to ensure all stakeholder needs are met. Notable for creating high performing cultures and sustainable results by setting high standards, creating transparency, communicating openly and delivering business solutions based on a deep understanding of customer needs.

PROFESSIONAL HIGHLIGHTS

athenahealth, Inc., Watertown, Massachusetts

July 2014 – Present

athenahealth is a leading provider of cloud-based services for electronic health records (EHR), revenue cycle management and medical billing, patient engagement, care coordination, and population health management, as well as Epocrates and other point-of-care mobile apps. We connect care and drive meaningful, measurable results for more than 59,000 health care providers in medical practices and health systems nationwide. For more information, please visit www.athenahealth.com.

Executive Vice President, Chief Financial and Administrative Officer

July 2014 – Present

Position reports directly to the CEO. Responsible for overseeing and guiding the re-alignment and build-out of the company's infrastructure to support the company's continued growth and expansion. In addition to all finance, risk management, compliance, and audit functions, position is also responsible for investor relations, human capital management, real estate, and internally facing information technology.

Aetna, Hartford, Connecticut

March 2012 – July 2013

Aetna is a diversified health care benefits company that provides healthcare and related benefits through plan sponsors, directly to individuals and through a wide array of government programs. Aetna has approximately 45,000 employees generating \$50 billion of revenue worldwide.

Executive Vice President, Government Services

March 2012 – July 2013

Position reported directly to the CEO and was responsible for \$22 billion in revenue and more than 5000 employees. Businesses included in role were Medicare, Medicaid, Public & Labor and the Federal Employee Health Plans.

Led new business segment for Fortune 100 Company composed of Aetna's Medicare, Medicaid, Public and Labor, and Federal Employee Health Program businesses – achieving overall 21% YOY revenue growth and 10.2% YOY membership growth. Spearheaded Coventry integration efforts for government businesses, making Aetna the third largest publicly traded health insurance company in America serving 22 million medical members. Led company's initiative to become a consumer-centric organization.

- Increased Medicare premiums 28%; 31.2% YOY revenue growth and 53.8% YOY membership growth. Successfully improved Medicare compliance and CMS relationship. Enabled participation in auto-enrollment for low income subsidy Prescription Drug Plan.
- Became first health plan to offer Accountable Care Organizations and Regional Preferred Provider Organizations in Federal Employees Health Benefit Plan arena.
- Expanded Medicaid and Long-term Care Support and Services business footprints in additional 4 states. Won Arizona RBHA contract, one of the largest behavioral health Medicaid contracts in the nation.
- Grew Public and Labor revenue 26.5% YOY, achieving best sales year in history.

USAA, San Antonio, Texas

September 2002 – February 2012

USAA provides a full range of highly competitive financial products and services to the US military and their families. Renowned for their customer service culture, the nearly 25,000 employees generate more than \$20 billion in annual revenue through property and casualty insurance, banking, life insurance and investment management and advice.

Executive Vice President and Chief Financial Officer**January 2008 – February 2012**

Chosen by the new CEO to assume his previous position of CFO, overseeing all aspects of the financial growth and sustainability of this \$20 billion dollar fully diversified financial services company. This role also included strategic planning and enterprise pricing underwriting, as well as coordinating board governance with the Chair of the Finance and Audit Committee. There were approximately 1000 employees in the function.

Spearheaded efforts that enabled Fortune 100 Company to grow net worth 24%, increase total revenue by 23%, improve assets owned by 17% and maintain highest ratings from all three major rating agencies during global financial crisis.

- During tenure Fortune ranking of company improved as follows: Revenue to 132 (was 207); Net Worth to 66 (was 84); Profits to 47 (was 240) and Assets to 60 (was 70). Fortune also ranked USAA #1 based on increase in profit from 2008 to 2009 (614%).
- Developed risk management program that Standard & Poor's refers to as "excellent, with industry-leading risk management practices." Established senior Executive Risk Committee focused on financial, market, regulatory and operational risks; developed risk models and stress testing parameters; created self-assessment culture.
- Created strategic planning framework that enabled the Executive Council and Board of Directors define and align around company's strategic vision, core competencies and most important priorities for the next 5 years. In addition to quantitative measures that balance market share, financials and employee engagement, elevated 10 strategic deliverables to the board evaluation level for the purposes of determining corporate performance bonuses.
- Shaped strategic cost management processes and policies to optimize resource allocation across lines of business, while enjoying one of the lowest expense ratios in the industry. Proactive efforts resulted in G&A expenses being \$113 million less than plan in 2008 and achieving the highest pre-tax income in the company's history in 2009.
- Developed and implemented new relationship pricing and underwriting tools to calculate individual customer lifetime value and risk to be used across all lines of business.

President USAA Life Insurance and Investment Company January 2007 – January 2008

Maintained responsibilities for the life insurance company while adding the management of the investment management company which included a full line of mutual funds as well as brokerage and wealth management services. In one year, the 1400 employees working in this division successfully integrated the service operations of these previously separate units dramatically increasing revenue and improving member satisfaction.

Fully integrated operations and personnel of previously independent life insurance and investment management subsidiaries surpassing plan by \$24.7 million and increasing assets to \$53.6 billion:

- Grew premium of annuity line by 24.9% and wealth management assets by \$908.7 million.
- Increased year-over-year online acquisition by more than 50% in mutual funds, brokerage, life insurance and annuities product lines.
- Created cross-training and licensing opportunities in sales and service skill sets tied to explicit career path models that resulted in a 40% productivity lift.
- Automated and streamlined back office processes and created single integrated call center desktop, increasing production and reducing expenses by 50%.
- Led acquisition of life insurance company shell that enabled pricing flexibility and segregation of risks.

President and CEO USAA Life Insurance Company February 2004 – January 2007

Reported directly to the CEO and served on the Executive Council for the company. The life insurance business generated more than \$1 billion in revenue and had more than 900 employees.

Transformed culture of organization to a high energy sales team motivated and focused on meeting members needs for financial security:

- Increased life insurance in-force by 40%, net worth by 28% and pre-tax income excluding realized gains/losses by 28%, while holding expenses flat.
- Launched online functionality that enabled members to purchase and service life insurance and annuities online, dramatically driving down labor costs and improving productivity by more than 40%.
- Automated underwriting process to improve quality and reduce cost and cycle time. Average underwriting cycle time was reduced from 81 days to 21 days.
- Streamlined product offerings focusing on guaranteed protection products that were easy to understand and delivered electronically. Created starter term product to attract younger market and a traumatic war injury rider that benefitted our active duty market.

- Developed cross-sell and deepening strategies with other USAA lines of business to increase awareness and product reach.
- Achieved significant interim relief from the redundancy of XXX reserve requirements for term life, USAA's flagship life insurance product through efforts with the ACLI, industry leaders and insurance regulators.

VP Product Solutions, USAA Life Insurance Company September 2002 – January 2004

Reported to the SVP and Chief actuary of the life insurance company. Led an actuarial group of approximately 40 in developing and pricing all products including term life insurance, annuities and Medicare supplement

Thrivent Financial for Lutherans, Appleton, Wisconsin, June 1990 – August 2002

Thrivent Financial is a Fortune 500 financial services organization that serves more than 2.5 million members with life insurance and investment products and services.

EVP and COO, Thrivent Financial Bank

November 1999 – August 2002

Reported to the General Counsel. Post Gramm, Leach, Bliley assumed responsibility for a start up and consolidation of credit union and banking services. Thrivent had a limited purpose thrift that was expanded to have full banking powers. In addition, an employee credit union and member credit union were merged into the expanded thrift. Within six months the parent merged, creating another merger with the acquired organizations existing thrift. Combined organization had approximately 300 employees.

Other Relevant experience at Thrivent

June 1990 – October 1999

Began my career as an actuary and progressed through several different roles including:

Head of actuarial studies

Head of Medicare supplement

Head of Universal Life

Director of Quality Improvement and Process Management

Director of Billing and Collection

EDUCATION

Bachelor of Science in Applied Mathematics, University of Wisconsin, Oshkosh, 1990

Minor in Business Administration; summa cum laude graduate

DESIGNATIONS, INDUSTRY and COMMUNITY INVOLVEMENT

- HeartGift San Antonio, Emeritus Board Member; November 2014 to present
- Concordia University Austin Board of Regents; July 2009 – September 2013
- Board member of the American Council of Life Insurers (ACLI); 2004 – 2007
- FM Global Advisory Board, 2011
- HeartGift San Antonio Board of Directors; 2010 – 2012
- Certified Director, 2010 UCLA Director Education and Certification Program
- Global 50, 2012 – present
- National Association of Corporate Directors (NACD)
- Series 7 and 24 securities licenses
- Fellow Society of Actuaries (FSA)
- Member of American Academy of Actuaries (MAAA)
- Fellow Life Management Institute (FLMI)

SPEAKING ENGAGEMENTS and RECOGNITION

- Most Powerful and Influential Woman of Connecticut, National Diversity Council, 2012
- 100 Most Influential People in Finance, Treasury & Risk Magazine, 2011
- "The Next Step" co-chair, Wall Street Journal CFO Network, 2011
- "Challenges and Opportunities for Today's CFO," CFO Forum New York, 2011
- "Resource Allocation: Today's Strategies for Tomorrow's Growth," CFO Rising East, 2011

- “*The Value of Ensuring Non-Financial Executives Understand Finance,*” CFO XXII Summit, 2010
- “*How CFOs are Positioning Their Companies Moving Forward,*” CFO XXII Summit, 2010
- “*Ready for Anything: Finance Skills for the Next Decade,*” CFO Rising West, 2010
- “*Navigating the Financial Crisis,*” Dallas CFO Executive Summit, 2010
- “*Maintaining Quality, Controlling Expenses,*” Lighthouse Organization CFO Conference, 2010
- 2010 Most Powerful and Influential Woman of Texas, *National Diversity Council*
- “*The New Risk Challenge,*” 2009 Executive Education Roundtable Series, IASA Annual Conference
- “*Cementing your Relationships with Banks and Financial Institutions to Sustain Financial Flexibility,*” CFO XIX Summit, 2009
- “*Navigating the Financial Crisis,*” 21st Annual Executive Conference for the Property & Casualty Industry, 2009
- Best CFO 2009, Large Private Companies, *San Antonio Business Journal*