Medicare and Medicaid Demonstrations:
Experimenting for the Future

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Herb B. Kuhn is the deputy administrator of the Centers for Medicare & Medicaid Services (CMS) and is also currently serving as acting director of the Center for Medicaid and State Operations. Previously, Mr. Kuhn served as the director of the Center for Medicare Management (CMM), the division of CMS that oversees the fee-for-service portion of the Medicare program. During his tenure at CMS, Mr. Kuhn has been a key leader in the movement to transform CMS from a passive payer of health services to an active purchaser of quality health care. He is a nationally recognized expert on value-based purchasing and payment policy. As CMM director, Mr. Kuhn oversaw the development of regulations and reimbursement policies for the fee-for-service portion of Medicare, covering the universe of providers that care for 43 million elderly and disabled Americans. He led a contractor reform effort within CMS to consolidate and streamline the contractor process which pays over 1 billion claims annually. Mr. Kuhn was appointed by Secretary Tommy G. Thompson in March 2004.

Previously, Mr. Kuhn served as the corporate vice president for Advocacy at Premier Inc., a hospital performance improvement alliance with 1,700 participating not-for-profit hospitals and health systems serving communities nationwide. Mr. Kuhn also served for 13 years as vice
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Jack C. Ebeler is vice chairman of the Medicare Payment Advisory Commission (MedPAC) and a consultant in health policy. Previously, he served as president and chief executive officer of the Alliance of Community Health Plans, a national alliance of 11 leading health plans and provider organizations. Mr. Ebeler was also senior vice president and director of the health care group at the Robert Wood Johnson Foundation, the nation's largest philanthropy devoted solely to health and health care. In 1995 and 1996, he served in the U.S. Department of Health and Human Services as deputy assistant secretary for planning and evaluation/health and then served as acting assistant secretary for planning and evaluation. He also served as special assistant to the Administrator of the Health Care Financing Administration (now CMS). Over the years, he has held positions in the health care industry and on Capitol Hill.

Mr. Ebeler is a distinguished visitor at the O'Neill Institute at Georgetown University and serves on the health care services board of the Institute of Medicine and the boards of directors of Families USA and Inova Health System in Virginia. He is a member of the National Academy of Social Insurance and a principal in the Council for Excellence in Government. Mr. Ebeler holds an MPA degree from the John F. Kennedy School of Government at Harvard University, and his undergraduate degree is from Dickinson College.

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Alan R. Weil, JD, has been executive director of the National Academy for State Health Policy since September 2004. Previously, Mr. Weil served for seven years as director of the Assessing the New Federalism project at the Urban Institute, a privately funded social policy research project that monitors the evolution of health and welfare programs in 13 states. Mr. Weil also
served as executive director of the Colorado Department of Health Care Policy and Financing; was health policy advisor to Colorado Governor Roy Romer; and was assistant general counsel in the Massachusetts Department of Medical Security.

Mr. Weil was an appointed member of President Clinton’s Advisory Commission on Consumer Protection and Quality in the Health Care Industry, which drafted the patient's bill of rights. He is a member of the Kaiser Commission on Medicaid and the Uninsured, the Commonwealth Fund Commission on a High Performance Health System, and serves on advisory committees for three Robert Wood Johnson Foundation projects. He is a member of the board of directors of the National Public Health and Hospitals Institute, and of the editorial board of State Health Watch. He is the editor of two books: Welfare Reform: The Next Act (Urban Institute Press, 2002) and Federalism and Health Policy (Urban Institute Press, 2003), and he has authored chapters in a number of books and published articles in journals including Health Affairs and Inquiry. Mr. Weil is a graduate of the University of California, Berkeley, and received his masters of public policy degree from the John F. Kennedy School of Government at Harvard University and his JD degree from Harvard Law School.

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Charles E. Metcalf, PhD, retired as chief executive officer of Mathematica, Inc. at the end of 2007 after serving the company for more than 32 years. He was the president of Mathematica Policy Research from 1986 through 2006 and directed the firm’s research division from 1975 to 1986. Mathematica is a nonpartisan firm that conducts policy research and surveys for federal and state governments, foundations, and private-sector clients. The employee-owned company, with offices in Princeton, New Jersey, Washington, DC, and Cambridge, Massachusetts, has conducted studies of early childhood policies, health care, welfare, education, employment, and nutrition programs in the United States.

Dr. Metcalf is nationally known for his research on social experimentation, income distribution, and random assignment techniques. He played a major role in most of the seminal policy and methodological experiments for which Mathematica is known and oversaw the founding of the firm as an independent, employee-owned organization. In addition, Dr. Metcalf served as president of the Association for Public Policy and Management from 1996 to 1997 and as president elect from 1995 to 1996. He holds a PhD degree in economics from the Massachusetts Institute of Technology.
Joseph Antos, PhD, is the Wilson H. Taylor Scholar in Health Care and Retirement Policy at the American Enterprise Institute (AEI). He is also a commissioner of the Maryland Health Services Cost Review Commission, and an adjunct professor at the School of Public Health of the University of North Carolina, Chapel Hill. At AEI, Dr. Antos’s research focuses on the economics of health policy, including Medicare reform, health insurance regulation, and the uninsured. He has written and spoken extensively on the Medicare drug benefit and has led a team of experienced independent actuaries and cost estimators in a study to evaluate various proposals to extend health coverage to the uninsured.

Previously, Dr. Antos was assistant director for health and human resources at the Congressional Budget Office (CBO), where he directed the CBO's analysis of policies related to health, retirement, welfare, labor market, and education programs. Prior to CBO, Dr. Antos held various senior positions in the U.S. Department of Health and Human Services, including principal deputy assistant secretary for management and budget and director of the Office of Research and Demonstrations in the Health Care Financing Administration. He has also held high-level positions at the President's Council of Economic Advisers, the U.S. Office of Management and Budget, and the U.S. Department of Labor. Dr. Antos received a bachelor's degree in mathematics from Cornell University and a PhD degree in economics from the University of Rochester.