LYNDA FLOWERS is a senior strategic policy advisor for the health team at AARP’s Public Policy Institute. Her work is concentrated on issues related to Medicaid, health disparities, public health and prevention. Prior to joining AARP, Ms. Flowers held a senior policy position with the National Academy for State Health Policy and the District of Columbia’s Medical Assistance Administration (Medicaid). Under her direction, the city’s first home and community-based waiver for older adults was developed. She also led the implementation of the District’s Children’s Health Insurance Program. Prior to joining D.C. Medicaid, she advised state legislators and state legislative staff on Medicaid and immigration issues at the National Conference of State Legislatures. She has also worked for the League of Women Voters, where she executed a 50-state program to engage consumers in the health reform debate during the Clinton Administration. In addition to her health policy background, Ms. Flowers has years of clinical experience as a registered nurse in areas such as critical care and hematology-oncology. She received her undergraduate degree in nursing from the University of Wisconsin, her master's in nursing administration from Georgetown University, and her JD from Golden Gate University.

MICHELLE HERMAN is a senior program officer at the Center for Health Care Strategies. She plays an integral role in CHCS’ work with state and federal agencies to improve care delivery and financing for individuals who are dually eligible for Medicare and Medicaid. Prior to CHCS, she served as special assistant to the executive director and acting director of communications for the Medicaid and CHIP Payment and Access Commission (MACPAC). Previously, she served as special projects coordinator for the District of Columbia's Department of Health Care Finance’s office of chronic and long-term care, where she led projects to improve the delivery of long-term care and care for chronic conditions. She also held posts at Avalere Health and the National Conference of State Legislatures. She has considerable experience working with government, non-profit, and private sector stakeholders on Medicaid finance, delivery, managed care and other related federal and state health policy issues. Ms. Herman has a master's degree in health science from The Johns Hopkins School of Hygiene and Public Health and a bachelor's degree in psychology from Tufts University.

AILEEN MCCORMICK is chief executive officer of the Medicaid Business Unit Western Region, WellPoint, Inc. Previously, she had overall responsibility for the health plans in the western region for Amerigroup. Her prior leadership positions at Amerigroup included chief executive officer of Amerigroup Texas and president and chief operating officer of Amerigroup’s Houston health plan. Ms. McCormick currently oversees all health plan operations, provider and state relations in the western United States for the company, including California, Kansas, Nevada, New Mexico, Texas, including the Texas Alliance, and Washington. She has extensive health industry experience, including management and new business development roles with Texas Medical Management, AmeriHealth and Prudential Health Care. She serves on the advisory board of the Cameron School of Business for the University of St. Thomas and the Immunization Partnership. She is president of the board of the Nature Discovery Center, which provides interactive science programs to inner-city school children. Ms. McCormick is a graduate of
Montclair State University with a degree in marketing, and of The University of St. Thomas with a master’s degree in finance.

**Greg Moody** was appointed director of Ohio’s Office of Health Transformation in January 2011. OHT is responsible for advancing Governor Kasich’s Medicaid modernization and cost-containment priorities, engaging private sector partners to improve overall health system performance, and recommending a permanent health and human services structure for Ohio. He began his public service career as a budget associate for the U.S. House Budget Committee in Washington, DC The Budget Chairman at the time, Rep. John Kasich, asked him to study the impact of Medicaid on federal spending – an assignment that set the course for his public policy career. Prior to joining the Kasich administration, Greg was a senior consultant at Health Management Associates, a national research and consulting firm that specializes in complex health care program and policy issues. He worked with clients to improve Medicaid system performance, and wrote extensively about state health system innovations for the Commonwealth Fund, the National Governors Association, and other foundations. Mr. Moody’s Ohio experience includes serving as interim director of the Ohio Department of Job and Family Services (2001), executive assistant for Health and Human Services for Governor Bob Taft (1999-2004), and chief of staff to the dean at the OSU College of Medicine (1997-1999). He has a master’s in philosophy from George Washington University and a bachelor’s in economics from Miami University.

**Rodney Whitlock** is health policy director for Sen. Charles Grassley, R-Iowa, who is a senior Republican on the Finance Committee. In 2010, he worked on the Medicare and Medicaid Extenders Act of 2010. Prior to working in Sen. Grassley’s personal office, Dr. Whitlock worked on the Children’s Health Insurance Program Reauthorization Act that passed Congress twice and was subsequently vetoed twice by President Bush. He was lead Senate staffer for the Medicaid provisions of the Deficit Reduction Act of 2005 and the Tax Relief and Health Care Act of 2006. In February 2005, Dr. Whitlock left the office of Rep. Charlie Norwood, R-Ga., to join the Finance Committee staff as a health policy advisor for Grassley, who was then chairman. Before that, Dr. Whitlock handled debate preparation during Rep. Norwood’s first campaign. After the election, he joined Rep. Norwood’s staff and moved to Washington because he really couldn’t think of a good reason not to. During his years with Rep. Norwood, he managed work on the congressman’s Patients’ Bill of Rights. He continued staffing the fight for a Patients’ Bill of Rights, which passed the House again in 2001. In his spare time, Dr. Whitlock teaches at The George Washington University in both the Department of Health Policy and the Graduate School of Political Management. He has taught at the college level for 19 of the last 24 years. He graduated from Roanoke College in 1987. He spent two years at Appalachian State University earning a master’s in 1989. After that, Dr. Whitlock completed his doctorate in political science at the University of Georgia.