



# Analytics Powering Outcomes for Veterans 2015

Sponsored by  
the VA Center  
for Innovation

MONDAY  
JUNE 29  
9AM - 5PM

TUESDAY  
JUNE 30  
9AM - 5PM

WEDNESDAY  
JULY 1  
9AM - 12PM

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VHA NATIONAL CONFERENCE CENTER  
2011 CRYSTAL DRIVE, SUITE 150  
ARLINGTON, VA 22202

[www.innovation.va.gov/analyticssummit](http://www.innovation.va.gov/analyticssummit)  
#APOforVets #VetData @VAInnovation

*“Time and time again, the voices of our customers—Veterans, their families, and those who care for them—are not integrated into our workflow or design cycles. The result is a VA that does not always align with or reflect our users’ needs, values, perspectives, and preferences—and so our customers come away feeling overwhelmed, undervalued, or alienated.”*

## - Toward a Veteran Centered VA, VACI

*Analytics Powering Outcomes for Veterans* is a forum to build the foundation of an analytically-empowered organization that effectively identifies and meets the needs of our customers: Veterans and their supporters.

The U.S. Department of Veterans Affairs has gathered with innovative minds and industry leaders from academia, and across the public and private sector to discuss how we can collaborate to continuously yield accurate and actionable data-driven observations, leveraging information to improve VA's products and services and engagement with Veterans. Keynote speakers and workshop participants will transform the vision of analytics to ensure that vision has end users at its center.

We would like to thank our attendees for their attention, input, and support, and we would also like to extend a special thanks to everyone whose contributions made this event possible.

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#APOforVets #VetData @VAInnovation  
Rachel.Gordon3@va.gov

**MONDAY, JUNE 29<sup>th</sup>, 2015**

## **Sloan Gibson**

Deputy Secretary, U.S. Department of Veterans Affairs



Sloan D. Gibson was nominated by President Obama to serve as the Deputy Secretary of Veterans Affairs, and was confirmed by the Senate on February 11, 2014.

Prior to his appointment, Mr. Gibson served as President and Chief Executive Officer of the United Services Organizations (USO), which has been lifting the spirits of American Servicemembers and their families for more than 73 years. During his five years at the USO, net fundraising grew 90 percent, enabling dramatic growth in programs and facilities supporting our forward-deployed men and women, military families, as well as our wounded, ill, and injured Servicemembers, their families, and families of the fallen.

Before joining the USO, Mr. Gibson spent more than 20 years in banking in Charlotte, NC; Atlanta, GA; Nashville, TN; and Birmingham, AL. In 2004, he retired from AmSouth Bancorporation, a New York Stock Exchange–traded corporation, where he served as vice chairman and chief financial officer. During his tenure as CFO, AmSouth was added to the S&P 500. Mr. Gibson also has a long history of service and leadership with a variety of nonprofit organizations. In 2002, he chaired the United Way campaign in Central Alabama, which raised more than \$30 million.

Mr. Gibson is the son of an Army Air Corpsman who served as a B-17 tail-gunner during World War II, later earning his commission in the U.S. Air Force. He is also the grandson of a World War I Army Infantryman who was wounded while serving in the 3rd Infantry Division at the Second Battle of the Marne.

A 1975 graduate of the United States Military Academy at West Point, Mr. Gibson earned both Airborne and Ranger qualifications and served as an infantry officer in the U.S. Army. He earned a Masters in Economics from the University of Missouri in Kansas City and a Masters in Public Administration from the John F. Kennedy School of Government at Harvard University.

Deputy Secretary Gibson and his wife, Margaret, have been married nearly 32 years. They have two grown daughters, Celia and Laura.

## Dr. DJ Patil

Chief Data Scientist, U.S. Office of Science and Technology Policy  
Deputy Chief Technology Officer for Data Policy



Dr. DJ Patil advises on policies and practices to maintain U.S. leadership in technology and innovation, fosters partnerships to maximize the Nation's return on its investment in data, and helps to attract and retain the best minds in data science to serve the public. Since joining OSTP, DJ has collaborated with colleagues across government, including the Chief Information Officer and the U.S. Digital Service as part of the Administration's commitment to open data and data science. He is leading data science efforts related to the Precision Medicine Initiative, which focuses on utilizing advances in data and health care to provide clinicians with new tools, knowledge, and therapies to select which treatments will work best for which patients, while protecting patient privacy.

DJ joins the White House following an incredible career as a data scientist — a term he helped coin — in the public and private sectors, and in academia. Most recently, he served as the Vice President of Product at RelateIQ, which was acquired by Salesforce. DJ also previously held positions at LinkedIn, Greylock Partners, and eBay Inc, where he oversaw initiatives at eBay, PayPal, and Skype. Prior to his work in the private sector, DJ was a AAAS Science & Technology Policy Fellow for the Department of Defense, where he directed efforts to bridge computational and social sciences in fields like social network analysis to help anticipate emerging threats to the United States.

As a doctoral student and faculty member at the University of Maryland, DJ used open datasets published by the National Oceanic and Atmospheric Administration (NOAA) to make major improvements in numerical weather forecasting. He holds a bachelor's degree in mathematics from the University of California, San Diego, and a PhD in applied mathematics from the University of Maryland College Park. DJ has also authored a number of influential articles and books explaining the important current and potential applications of data science. In 2014, the World Economic Forum named DJ as a Young Global Leader.

## Dr. Walt Cooper

Director and Chief of Staff, Veteran Experience, U.S. Department of Veterans Affairs



Walt currently serves as Director of Veteran Experience, a newly created position at the Department of Veterans Affairs. Prior to joining VA in 2014, he spent 14 years as a U.S. Army Green Beret. During his military career, Walt served as the ground force commander of the U.S. mission to capture warlord Joseph Kony and defeat the Lord's Resistance Army in Central Africa. Previously, he commanded a Special Forces Operational Detachment through two tours in Iraq. Walt's service also included duty as an Assistant Professor in West Point's Department of Social Sciences and as a speechwriter to General David Petraeus.

Walt served as Chairman of the Board of the Iraqi Refugee Assistance Project, a non-profit organization that provides legal assistance to displaced Iraqis and Afghans applying for resettlement in the West.

Walt graduated as Valedictorian and Distinguished Honor Graduate from West Point in 1999, earning a BS in Economics. He subsequently completed an MSc in Economic History from Oxford, where he studied as a Rhodes Scholar. Later, Walt continued his post-graduate studies at Harvard University, completing his PhD in Political Science in 2013. He is currently an adjunct professor in Georgetown University's School of Foreign Service.

Walt lives in Bethesda, Maryland, with his wife, Victoria, a radiation oncologist at Sibley Memorial Hospital.

## Dr. Jonathan Schwabish

Senior Research Associate, Urban Institute  
Founder, PolicyViz, LLC



With the growth of the internet and technology, people are bombarded with information at the same time their individual actions are being used as inputs to create or influence decision-making. The data visualization field combines data analysis, graphic design, journalism, and statistics in a way that can help people provide their audience with greater insights. In this presentation, Dr. Schwabish will lay the groundwork for how to use data visualization to more effectively communicate to your audience. He will also talk about strategies and structures to build and embed teams that can help organizations create and publish effective visualization products and tools.

Jonathan Schwabish is a Senior Research Associate in The Urban Institute's Income and Benefits Policy Center. He is also a member of the Institute's Communication team where he specializes in data visualization and presentation design. His research agenda includes such areas as earnings and income inequality, immigration, disability insurance, retirement security, data measurement, the Supplemental Nutrition Assistance Program (SNAP), and other aspects of public policy.

Dr. Schwabish is also considered a leader in the data visualization field and is a leading voice for clarity and accessibility in research. He has written on various aspects of how to best visualize data including technical aspects of creation, design best practices, and how to communicate social science research in more accessible ways. He was named a "visualization thought leader" by AllAnalytics in 2012 and speaks widely on the issues of data visualization, open data, and data use in organizations.

Dr. Schwabish also teaches data visualization and presentation skills at Georgetown University and the Maryland Institute College of Art, as well as in public workshops and for private clients through his consulting firm, PolicyViz. He also co-hosts the Rad Presenters Podcast, which aims to improve people's presentation skills. He also hosts the PolicyViz podcast, which focuses on data, open data, and data visualization. He is currently writing a book on presentation skills and design with Columbia University Press. He is on Twitter @jschwabish.

## Matthew Sullivan

Deputy Under Secretary for Finance and Planning, U.S. Department of Veterans Affairs  
Chief Financial Officer, National Cemetery Administration



Matthew T. Sullivan was named the Deputy Under Secretary for Finance and Planning and Chief Financial Officer for the National Cemetery Administration, effective Feb. 8, 2015.

He previously served as the Director, Office of Enterprise Risk Management (OERM) in the Department of Veteran Affairs (VA) Office of Management from October 2012. As the Director of OERM, he provided leadership in maintaining a Department-wide risk-aware culture and management infrastructure that enables early warning and robust management of top risks that threaten agency priorities and goals.

Mr. Sullivan also served as the Director of the VA Integrated Operating Model from March 2010. He was responsible for improving integration and management within the Department's key corporate management functions, including: acquisition, construction and facilities management, human resources, information technology, and financial management.

He joined VA in 2005 as a Management Analyst with the Veterans Health Administration. There he served as a liaison with the Government Accountability Office and VA Office of the Inspector General reviewing and auditing programs, policies, and activities.

He earned a Masters in Public Administration from George Mason University in 2008 and was inducted into Pi Alpha Alpha, the global honor society in the field of Public Administration. He is a U. S. Army Veteran and earned a Bachelor of Science from the U.S. Military Academy at West Point.

Mr. Sullivan is a Certified Government Financial Manager by the Association of Government Accountants and a Certified Project Management Professional by the Project Management Institute. He is also a graduate of the Leadership for a Democratic Society at the Federal Executive Institute in Charlottesville, Virginia.

## Jamie Popkin

Managing Vice President, Gartner



James (Jamie) M. Popkin is a Vice President Distinguished Analyst in the Data Strategy Team of Gartner Research. He is a Gartner Fellow Emeritus and former Chairman of Gartner U.S. and Japan Symposium/ITxpo. Mr. Popkin is currently covering Chief Analytics Officer, advanced analytics strategy, sentiment analysis, text analytics, and business analytics topics with a background in business intelligence, search, and enterprise content management. He previously managed the Gartner for Technical Professionals Data Management and Professional Effectiveness teams.

Mr. Popkin can discuss business intelligence, advanced analytics, data management and data governance topics. He formerly ran Gartner Research in Asia/Pacific and Japan, is the co-author of "IT and the East: How China and India are Altering the Future of Technology and Innovation" and was the founder of the Gartner China Outsourcing Summit.

## Dr. Leonard D'Avolio

Director of Informatics, Ariadne Labs  
Assistant Professor, Harvard Medical School  
Advisor, Helmsley Charitable Trust Foundation  
Co-Founder, Cyft



Leonard D'Avolio, Ph.D. is a Director of Informatics at Ariadne Labs, and Assistant Professor at Harvard Medical School, advisor to the Helmsley Charitable Trust Foundation, and co-founder of Cyft. At Ariadne Labs, a joint venture of Brigham and Women's and Harvard School of Public Health, Dr. D'Avolio leads informatics and innovation strategy. His work at Ariadne includes the development of a network of mobile-based data capture and feedback systems used to improve childbirth in Uttar Pradesh, India. He is leading the design an approach that ensures that data captured in Helmsley-funded projects will be accessible and useful toward other purposes. With Cyft, Dr. D'Avolio is enabling the learning healthcare system by making it possible for organizations to combine clinical expertise with structured and unstructured data to create and deliver actionable insights where they are needed most.

Prior to his current roles, Dr. D'Avolio was head of an informatics group he founded within the Department of Veterans Affairs, at the Massachusetts Veterans Epidemiology Research and Information Center (MAVERIC). There he was responsible for the development of national programs such as the development of the VA's genomic science infrastructure and the first randomized controlled trial embedded entirely within an electronic medical record system. He also developed several software programs to make data mining and natural language processing accessible to non-technical end users. Dr. D'Avolio has also been an investigator on several projects funded by the Agency for Healthcare Research and Quality (AHRQ), Department of Defense, and the National Institutes of Health (NIH) focused on using information technology to improve the conduct of clinical science and care.

Dr. D'Avolio earned his Master's Degree in Information Technology from the McCallum School of Business at Bentley University and his Ph.D. from the University of California, Los Angeles. Prior to obtaining his graduate degrees he spent several years in the software industry.

## Duane Flemming

Director, Policy Analysis and Forecasting, U.S. Department of Veterans Affairs



Duane Flemming oversees health care policy development efforts in support of VHA's strategic goals and leads the development of the VA Enrollee Health Care Projection Model, which is an actuarial-based model projecting Veteran enrollment, demand for health care services and resource requirements. This Model currently projects over 90% of the VA medical care services and serves as a cornerstone of VHA's strategic planning process.

Mr. Flemming is a key leader in technological advances in health care forecasting and served as the driving force behind development of VHA's Geographic Information Systems (GIS) Planning Portal, a nationally recognized tool that has been featured in two major industry publications. These efforts were a significant factor in the analysis and continued implementation of the Veterans Access, Choice and Accountability Act of 2014. Mr. Flemming is an Army veteran and worked for Veterans Affairs for over 20 years at both the medical facility and headquarters levels.

## Daniel Slotwiner

Director, Advertising Research, Facebook



Over the past decade, Daniel Slotwiner has held a variety of positions in the Market Research and Media Measurement industry. Starting with his work at Knowledge Networks, Daniel sought to improve panel management techniques and led many research initiatives concerned with improving representation, retention and weighting practices. This research led to important improvements in the measurement of consumer attitudes over the web and from panels more generally.

At Google and Facebook, Daniel's research and responsibilities have focused on media measurement and ad effectiveness. Today, he leads the Advertising Research team at Facebook.

## Dr. Patrick Littlefield

Executive Director, VA Center for Innovation, U.S. Department of Veterans Affairs



As Director of VACI, Patrick is responsible for designing and leading the program's implementation across VA.

Patrick is a seasoned Healthcare IT entrepreneur with over 20 years experience driving growth, building strong customer relationships, bringing products to market, and developing high performance teams. Patrick is the founder and former Chairman of WaveMark, Inc., a provider of real time application services to healthcare systems across the US and Europe and to global medical device manufacturers. Prior to WaveMark, Patrick worked in a variety of technology companies developing products for distributed sales forces and in the development of game based learning simulations.

Patrick is actively engaged in healthcare policy issues. He has a strong interest in new care delivery models and the use of technology to facilitate improved care coordination outside of the traditional venues of the hospital and physician's office.

Patrick served as a member of the Massachusetts State Steering Committee for MOLST (Medical Orders for Life Sustaining Treatment). Patrick received his PhD from Harvard University in 1989.

## Matthew Gore

General Manager for Uber Florida, Uber



Matthew Gore is General Manager for Uber Florida, responsible for operations and growth in the Sunshine State. Prior to joining Uber in March of 2014, Matthew worked at the Boston Consulting Group and served as a naval officer aboard USS Helena, a fast-attack submarine.

He holds a BS in Engineering from the University of Illinois and an MBA from the University of Chicago Booth School of Business. He and his wife Anna live here in Washington, DC with their 1-year-old daughter Naomi.

## Jonathan Wolske

Culture Evangelist, Zappos Insights, Inc.



Jon Wolske is the Culture Evangelist for Zappos Insights, a part of the Zappos Family of companies headquartered in Las Vegas, NV. After a year and a half in the Customer Loyalty Team and a brief stint with the Zappos New Hire Training team, Jon became the company's first full-time Tours Lead. In a little over a year's time, Jon had grown the tours team to include a handful of 'Culture Guides' and the experience had grown into a business-tourist attraction in Las Vegas. Today the tours team averages over 1800 guests who come to see the Zappos culture in action each month.

Jon has hosted executives, managers and team members from a wide range of industries and companies who have come to the Las Vegas headquarters to experience training events by Zappos Insights.

Jon uses his seven years of experience in the Zappos Family to speak with a focus on culture and customer experiences and their importance in business today. Over the past four years, Jon has presented at meetings and conferences for companies from around the world, including Microsoft, Humana, Bath & Body Works, Aetna, Merck, Samsung Electronics, Eli Lilly and AOL. Jon gave his first TED talk, "Being Intentional About Your Culture," at TEDxLoyolaMarymountU in April of 2013!

**TUESDAY, JUNE 30<sup>th</sup>, 2015**

## **Robert McDonald**

Secretary, U.S. Department of Veterans Affairs



Robert A. McDonald was nominated by President Obama to serve as the eighth Secretary of Veterans Affairs and was confirmed by the United States Senate on July 29, 2014.

Prior to joining VA, Secretary McDonald was Chairman, President, and Chief Executive Officer of The Procter & Gamble Company (P&G). Under his leadership, P&G significantly recalibrated its product portfolio; expanded its marketing footprint, adding nearly one billion people to its global customer base; and grew the firm's organic sales by an average of three percent per year. This growth was reflected in P&G's stock price, which rose from \$51.10 the day he became CEO to \$81.64 on the day his last quarterly results were announced—a 60 percent increase from 2009 to 2013.

During his tenure, P&G was widely recognized for its leader development prowess. In 2012, *Chief Executive Magazine* named it the best company for developing leader talent. The Hay Group, a global management consulting firm, consistently cited P&G in its top-tier listing of the Best Companies for Leadership Study. The company received recognition for its environmental and social sustainability initiatives, including receipt of the Department of State's Award for Corporate Excellence for P&G's operations in Pakistan and Nigeria. In addition, using the company's innovative water purification packets, P&G committed itself to the 2020 goal of "saving one life every hour" by annually providing two billion liters of clean drinking water to people in the world's developing countries.

An Army veteran, Mr. McDonald served with the 82nd Airborne Division; completed Jungle, Arctic, and Desert Warfare training; and earned the Ranger tab, the Expert Infantryman Badge, and Senior Parachutist wings. Upon leaving military service, Captain McDonald was awarded the Meritorious Service Medal.

Secretary McDonald graduated from the United States Military Academy at West Point in the top 2 percent of the Class of 1975. He served as the Brigade Adjutant for the Corps of Cadets and was recognized by The Royal Society for the Encouragement of Arts, Manufacturing, and Commerce as the most distinguished graduate in academics, leadership, and physical education. He earned an MBA from the University of Utah in 1978.

The Secretary is personally committed to values-based leadership and to improving the lives of others. He and his wife, Diane, are the founders of the McDonald Cadet Leadership Conference at West Point—a biennial gathering that brings together the best and brightest young minds from the best universities around the world and pairs them with senior business, NGO, and government leaders in a multi-day, interactive learning experience.

The recipient of numerous leadership awards and honorary degrees, in 2014, Secretary McDonald was awarded the Public Service Star by the President of the Republic of Singapore for his work in helping to shape Singapore's development as an international hub for connecting global companies with Asian firms and enterprises.

Secretary McDonald and his wife are the parents of two grown children and the proud grandparents of two grandsons.

## Daniel Schmidt

Technical Director of the Analytics Group in the Information Assurance Directorate (IAD), National Security Agency (NSA)



Mr. Dan Schmidt is a Computer Scientist serving as the Technical Director of the Analytics Group in the Information Assurance Directorate (IAD) at the National Security Agency (NSA). In this role he is responsible for providing technical leadership and strategy for the advancement of IA analytic technologies and practices to enable the continuous iterative exploration and investigation of cyber and network operations data to inform situational awareness and drive defensive action.

Mr. Schmidt holds a Bachelor of Science and Master of Science degrees in Computer and Information Science and a CIO Certificate in Federal Executive Competencies from the University of Maryland University College.

Mr. Schmidt spent 20 years as a Cryptologist while serving in the United States Navy from 1980-2000. Upon retirement from the United States Navy, Mr. Schmidt immediately transitioned to NSA as a federal government employee. Throughout his career, Mr. Schmidt has performed in a variety of technical leadership roles. The focus has been on the design and development of information technology based systems with a special emphasis on large scale, high volume data and information management systems and most recently the design, development and deployment of analytics.

## Timothy Teal

Technical Director of the Analytic Tradecraft Automation Office (ATAO) in the Information Assurance Directorate (IAD), National Security Agency (NSA)



Mr. Timothy Teal is a Computer Scientist serving as the Technical Director of the Analytic Tradecraft Automation Office (ATAO) in the Information Assurance Directorate (IAD) at the National Security Agency (NSA). In this role, he is responsible for providing technical leadership and strategy for the advancement of Information Assurance (IA) analytic technologies and practices with a strong emphasis on developing and deploying large scale data analytics.

Mr. Teal is currently enrolled in Capella Universities dual Bachelors/Masters of Science Information Assurance (IA) program.

Mr. Teal spent 10 years as a Radioman while serving in the United States Navy from 1986-1996. During his time in the Navy, Mr. Teal is very proud to be a war veteran who served aboard the U.S.S. Arthur W. Radford (DD-968) during "Operation Desert Storm & Desert Shield". Upon departure from the United States Navy, Mr. Teal spent the next few years in the commercial sector as a Computer Scientist and Senior Systems Engineer leading the successful design and deployment of secure networks for industry and federal partners. Mr. Teal joined NSA as a federal government employee and throughout his career, he's served in multiple technical and leadership positions.

## Dr. Paul Wallace

Chief Medical Officer and Senior Vice President for Clinical Translation,  
OptumLabs



OptumLabs is systematically pursuing highly reliable and personalized healthcare by aligning the efforts of diverse partner organizations, combining unique data resources with advanced analytic tools, and designing research for impactful translation within varied community settings. Support for accelerated learning includes the infrastructure to enable dozens of investigator initiated research projects using conventional and innovative discovery methods. Further, strategic partner collaborations are being convened and facilitated to tackle some of healthcare's biggest challenges such as the design of better care for the most complex patients and creation of an incubator for development of novel performance measures.

Paul Wallace, MD, is chief medical officer and senior vice president for clinical translation. Before joining OptumLabs, Dr. Wallace was senior vice president and director of the Center for Comparative Effectiveness Research (CER) at the Washington DC-based Lewin Group. At Lewin, Dr. Wallace and his colleagues supported the use of CER in clinical decision-making and policy development. Key projects included the Multipayer Claims Database, clinical guideline development and measurement of patient safety in ambulatory care.

Dr. Wallace is board vice-chair for AcademyHealth and a board member of the eHealth Initiative. He recently concluded a six-year term on the Institute of Medicine Board on Population Health and Public Health Practice, and chaired the IOM Committee that produced the 2012 report, "Primary Care and Public Health: Exploring Integration to Improve Population Health." He has previously served on the Committee on Performance Measurement and the Standards Committee for NCQA, the National Advisory Council for AHRQ, the Medical Coverage Advisory Committee for CMS, the Medical Advisory Panel for the Blue Cross and Blue Shield Technology Evaluation Center, as board chair for the Center for Information Therapy, and as a board member and secretary for DMAA: The Care Continuum Alliance.

From 1989 to 2011, Dr. Wallace was a medical director and clinician with Kaiser Permanente, where he led initiatives in guideline development, chronic condition care, implementation and use of the EHR, and work with employers and policymakers around value realization in health care. He was executive director of Kaiser's Care Management Institute from 2000 to 2005.

Dr. Wallace's work has been recognized by the American Medical Informatics Association Nicholas E. Davies CPR Recognition Award of Excellence in 1998, the Improving Chronic Illness Care Program "Vision Award" in 2004, the Disease Management Association of America Karen Coughlin Individual Disease Management Leadership Award in 2004, and as a Lifetime National Associate of the National Academies of Science in 2011.

Dr. Wallace is a graduate of the University of Iowa School of Medicine. He trained in internal medicine, hematology and cancer research at the University of Rochester and is Board Certified in Internal Medicine and Hematology.

## Dr. Jeffrey Brenner

Chief Executive Officer, Camden Coalition of Healthcare Providers



Jeffrey Brenner, MD is a family physician that has worked in Camden, NJ for the past fifteen years. Dr. Brenner owned and operated a solo-practice, urban family medicine office that provided full-spectrum family health services to a largely Hispanic, Medicaid population including delivering babies, caring for children and adults, and doing home visits. Recognizing the need for a new way for hospitals, providers, and community residents to collaborate he founded and has served as the Executive Director of the Camden Coalition of Healthcare Providers since 2003. Through the Camden Coalition, local stakeholders are working to build an integrated, health delivery model to provide better care for Camden City residents.

Dr. Brenner's work was profiled by the writer and surgeon Dr. Atul Gawande in an article in *The New Yorker* entitled "The Hot Spotters" (1/24/11) and in an episode of PBS *Frontline* (7/27/11). In 2013 he received a MacArthur award. Dr. Brenner, is the Medical Director of the Urban Health Institute, a dedicated business unit built at the Cooper Health System focused on improving care of the underserved. Using modern business techniques they are redesigning long-standing clinical care models to deliver better care at lower cost.

## Bill O’Kane

Research Vice President, Gartner



Bill O’Kane is a Research Vice President in the area of master data management (MDM) on the Information Management team within Gartner Research. He provides expertise and advice to Gartner's clients and staff in regard to MDM program management, MDM vendors and technologies, MDM implementation styles, and MDM's role within an overall enterprise information management (EIM) strategy, including data governance implementations.

Mr. O’Kane has been with Gartner for 4 years and in the IT Industry for 32 years. He received his B.S. in mathematics with minors in computer science, operation research and economics from Sacred Heart University, Fairfield, Connecticut (magna cum laude).

## Dr. Stephan Fihn

Director, Office of Analytics and Business Intelligence, U.S. Department of Veterans Affairs



Dr. Fihn is a general internist and serves as Director of the Office of Analytics and Business Intelligence (ABI) in the Veterans Health Administration and as a staff physician at VA Puget Sound Health Care System (VAPSHCS). ABI is responsible for analytics and reporting of clinical, operational and financial data for the VA health system which provides care to more than 6 million Veterans.

He received his medical training at St. Louis University and completed an internship, residency and chief residency in the Department of Medicine at the University of Washington (UW). He was a Robert Wood Johnson Clinical Scholar and earned a masters degree in public health at UW where he has been on the faculty since 1979 and presently holds the rank of Professor in the departments of Medicine and of Health Services. He has served as Head of the Division of General Internal Medicine at UW since 1995.

From 1993 to 2011, Dr. Fihn directed the Northwest VA Health Services Research & Development Center of Excellence at VAPSHCS. His research has addressed a broad range of topics related to strategies for improving the efficiency and quality of primary medical care and understanding the epidemiology of common medical problems. He received the Department of Veteran Affairs Undersecretary's Award for Outstanding Contributions in Health Services Research in 2002. He served as Acting Chief Research and Development Officer for the Department of Veterans Affairs in 2004-5. He has published 300 scientific articles and book chapters.

Dr. Fihn has always striven to apply the principles and findings of health services research to health care delivery. He served as the Chief Quality and Performance Officer for the Veterans Health Administration 2007-8. In his current position, he is responsible for supporting high level analytics and delivery of clinical and business information throughout the VA health system. He remains an active clinician and was named a "Top Doc" by Seattle Metropolitan Magazine in 2011. He co-edited two editions of a textbook entitled *Outpatient Medicine*.

Dr. Fihn is active in several academic organizations including the Society of General Internal Medicine [SGIM] (past-president), the American College of Physicians (fellow), American Heart Association (fellow) and AcademyHealth. In 2012 he received the Robert J. Glaser Award for outstanding contributions to research, education, or both in generalism in medicine from SGIM.

He is married and has three adult children.

## Ian Kalin

Chief Data Officer, U.S. Department of Commerce



Ian Kalin began working as Chief Data Officer at the U.S. Commerce Department in March 2015. As Commerce's first-ever Chief Data Officer, Ian is responsible for developing and implementing a vision for the future of the diverse data resources at Commerce. He works with all 12 Commerce bureaus to unlock more data that help support a data-driven Department and economy.

Prior to joining the Commerce Department, Ian worked in the private sector supporting large organizations like Google, as a Special Consultant on Civic Data, and start-ups like Socrata, as their Director of Open Data, in business efforts to help governments modernize their data and transparency programs. In these roles, Ian helped over 150 governments to improve the quality of the diverse services they deliver.

Ian started his career in the U.S. Navy as a Counter-Terrorism Officer and later as a nuclear engineer. After the Navy, Ian was an executive at PowerAdvocate, where he supported over \$30 billion of power plant and transmission line construction. He was later recruited by the White House as one of the first Presidential Innovation Fellows, where he helped support national open data policies and programs. Ian also spearheaded the U.S. Energy Data Initiative, which works to unlock data from public and private sectors to ignite entrepreneurship.

Ian has a Bachelor of Science degree from Georgetown University and a Masters in Engineering Management from Old Dominion University. He has also received awards from Harvard's Kennedy School of Government and the Department of Energy for his work on civic innovation. Ian's wife is a successful investment professional.

## Joel Gurin

President and Founder, The Center for Open Data Enterprise



Joel Gurin is a leading international expert on *open data*—freely accessible public data that can drive entrepreneurship, business growth, scientific innovation, and programs for the public good. He is President and Founder of the Center for Open Data Enterprise, a new Washington-based nonprofit that promotes the use of open data for social and economic impact. His book *Open Data Now* (McGraw-Hill), written for a general audience, has helped define this emerging field.

Before launching the Center in January 2015 he was Senior Advisor at the Governance Lab (GovLab) at New York University, a multidisciplinary program to use technology to improve the way we govern. Joel conceptualized and led the development team for the GovLab's Open Data 500 project, the first comprehensive study of companies that use open government data as a key business resource. He and his team then developed the Open Data Roundtables, which bring together federal agencies with their data customers to help make government data more relevant, accessible, and actionable. The Center for Open Data Enterprise now leads international programs to assess the use of open data and convene key stakeholders. Joel has been a featured speaker at open data conferences in London, Mexico City, Shanghai, Taipei, and cities across the U.S.

Joel Gurin's background combines government, nonprofit leadership, journalism, and consumer issues. He served as Chair of the White House Task Force on Smart Disclosure, which studied how open government data can improve consumer markets, and as Chief of the Consumer and Governmental Affairs Bureau of the U.S. Federal Communications Commission. He was previously Editorial Director and then Executive Vice President of *Consumer Reports*, where he directed the launch and development of ConsumerReports.org, the world's largest paid-subscription information-based website. He can be reached at [joel@opendatanow.com](mailto:joel@opendatanow.com) or through his Twitter handle, @joelgurin.

## Alex Rawson

Principal, McKinsey

Co-Author of Harvard Business Review article "The Truth About Customer Experience"



Alex is a Partner in McKinsey's Seattle office, and is a leader in McKinsey's Service Operations practice with a focus on customer experience, frontline performance, and call-center operations. He has led customer experience and frontline transformations across sectors, with an emphasis on Technology, Media, and Telecom.

He works with global clients to help them improve customer experience and operational performance across a range of service operations. Specifically, he focuses on improving the quality of service experience, driving down churn, managing costs, and increasing sales performance. His experience spans wireless telecom, pay-TV, travel & entertainment, online services, and a host of other consumer-tech and telecom businesses.

Alex applies his service operations and customer experience expertise to a range of media and telecom organizations—for example, a customer experience transformation for a pay-TV operator, a recent churn-reduction program for a wireless telecom, and numerous frontline performance transformations across a wide range of industries. He has also supported mergers & acquisitions for both technology clients and private-equity clients, from predeal due diligence through portfolio operations.

Alex also helps lead the firm's thinking in delivering customer experience through the Customer Journey framework. He is the author of an HBR article, "The Truth About Customer Experience", and has led multiple customer experience and churn reduction programs from strategic design, to big data analytics, to frontline and operational execution. Alex is also a frequent speaker at industry forums.

Alex holds an MBA from Harvard Business School and an AB from Princeton University, and lives in Seattle with his wife and two daughters.

## Will Enger

Associate Principal, McKinsey



Will is a junior Partner from McKinsey & Company's Dallas office, and is a leader in McKinsey's Service Operations practice. He focuses on Customer Experience transformations across industries, with a particular passion for the use of advanced analytics on large data sets to understand 'what matters' to customers, along with identifying breakpoints in operational performance that can drive outsized returns on invested effort.

Will has led customer experience transformations across a variety of industries including Financial services, Media & Telecom, Security Services, and Transportation & logistics. In addition to customer experience, Will applies advance analytics network design problems, predictive failure patterns, and customer segmentation work.

Prior to joining McKinsey, Will served for 10 years as an Infantry Officer in the US Army, where he deployed twice to Iraq and once to Afghanistan. Will holds an M.B.A from the Wharton School of Business at the University of Pennsylvania, and a B.Sc. From the United States Military Academy at West Point.

# WEDNESDAY, JULY 1<sup>st</sup>, 2015

## Allison Hickey

Under Secretary for Benefits, U.S. Department of Veterans Affairs



Allison Hickey was appointed Under Secretary for Benefits in the Department of Veterans Affairs on June 6, 2011. In this position, she leads more than 20,000 employees in the Veterans Benefits Administration (VBA) in the delivery of a wide range of integrated programs of non-medical benefits and service to more than 12 million Veterans, Servicemembers, their families and Survivors. Through a nationwide network of 56 regional offices, special processing centers, and VBA headquarters, she directs the administration of seven distinct lines of business: VA's disability compensation, pension and fiduciary, education, home loan guaranty, vocational rehabilitation and employment, life insurance programs, and transition assistance programs, and an annual budget of more than \$94 billion.

Under Secretary Hickey currently leads a six-year, multi-billion dollar transformation effort at VBA to improve the quality and timeliness with which Veterans' benefits are processed and delivered. Under her leadership, in less than two years, VBA has converted claims processing from a paper-bound process to a digital operating environment where claims for VA benefits and services can be submitted, processed and delivered online, electronically. For the first time in history, Veterans can file their claims online; upload their documentation; and check their claim status through a multi-channel Veteran relationship management system that includes a one-stop-shop Web portal with nearly 60 self-service features. In addition, she led the transformation of VBA's training and quality management improvements resulting in steady increases in the accuracy of decisions. These initiatives and others have positioned VBA to achieve historical record-breaking production and quality in service to Veterans, their families and Survivors.

Prior to joining VA, Ms. Hickey led a Human Capital Management program at Accenture for the intelligence community, including the National Geospatial Intelligence Agency, where she supported operational business processes in the areas of customer relationship management, call center practices, and 21st century information technology systems.

Under Secretary Hickey served 27 years in the United States Air Force on Active Duty, in the Air National Guard, and in the Air Force Reserve, retiring with the rank of Brigadier General as the Director of the Air Force's Future Total Force office at the Pentagon. In this role, she was responsible for shifting billions of dollars toward new capabilities across the Air Force portfolio and directing new organizational models for a worldwide, 500,000-person organization. Under Secretary Hickey is a 1980 graduate of the U.S. Air Force Academy, the first class to include women.

## Mark Seastrom

Director, Performance Analytics and Integrity, U.S. Department of Veterans Affairs



Mr. Seastrom assumed responsibility for the Office of Performance Analysis & Integrity (PA&I) in June 2012. PA&I's primary missions involve maintaining and operating the VBA Enterprise Data Warehouse (EDW), publishing large volumes of recurring and ad hoc data reports across all VBA business lines, and producing comprehensive analysis of Veteran and performance data. PA&I includes three operational elements: 1) The Data and Information Services Staff manages multiple data and information projects and programs that impact and support VBA operations and service to Veterans and their families; 2) The Performance Analysis staff studies and evaluates VBA workload, performance and process data and information to identify key issues, weaknesses, and potential best practices in order to improve service delivery to veterans; 3) The Program Integrity & Internal Controls Staff which designs, promotes, and reviews the effectiveness of internal control programs that promote a systematic and comprehensive approach to program integrity; including coordination of external reviews by the VA IG, GAO and other oversight and investigation activities.

Mr. Seastrom previously served as the Director, Veterans Benefits Service, Office of Budget, Department of Veterans Affairs, a 5-person office responsible for the planning, programming, and budget execution of the Veterans Benefits Administration's (VBA) \$60 billion account, including coordinating and negotiating with VA and OMB officials and Congress.

Before coming to VA, he served as a program examiner, Office of Management and Budget (OMB), from 2002-2004. Responsible for Veterans Affairs issues including review and approval of Veterans Affairs budget materials, testimony, proposed legislation, and cost estimates. That followed a period in 2001 as the Chief, Command, Control, Communications, Computers & Intelligence (C4I) Branch, National Security Division, OMB. Reviewed and cleared key intelligence and combating terrorism budget justification submissions, testimony, and responses to congressionally directed actions. In both roles, developed close working relationships with key members of the Executive Office of the Presidency, which permitted the development of unified White House positions on sensitive, Veteran and intelligence-related legislation and program proposals.

Prior to OMB he served as an analyst in the Office of the Secretary of Defense's Program Analysis & Evaluation (OSD PA&E) and led annual independent program reviews of satellite, communications, aircraft and intelligence issues under the Planning, Programming, Budget and Execution System (PPBES) for senior leadership of DoD and the Intelligence Community.

Mr. Seastrom is married to Dr. Marilyn Seastrom, Chief Statistician of the Department of Education at the National Center for Education Statistics (NCES). They reside in Washington DC. Both are avid gardeners and enjoy flea marketing.

## Ken Smith

Director, Operation Analytics, U.S. Department of Veterans Affairs



Ken Smith is passionate about improving the efficiency of services available to veterans and their dependents and survivors. His current area of focus is the improvement of information and analytics available to VA leaders and managers.

For the past five years, Mr. Smith was the Assistant Director of the Office of Performance Analytics and Integrity. He directed the Data and Information Service, which is responsible for the Administration's Enterprise Data Warehouse. He managed VA's business intelligence capabilities and data governance efforts.

Previously, Mr. Smith was the Assistant Veterans Service Center Manager at the St. Petersburg Regional Office.

## Peter Olson

Director and Creative Technologist, IDEO



Peter Olson is a Director and Creative Technologist at IDEO where he focuses on creative, practical and human-centered applications of technology for clients and the larger design and technical community. He is passionate about using technology and data as tools for storytelling, insight, communication, and understanding.

Prior to joining IDEO, Peter was a founder of and served as a vice president of technology for Marvel Entertainment's Digital Media Group where he helped drive innovation and technical strategy within the larger Marvel and Disney organizations. Peter has additionally worked as a consultant for a variety of companies and as an in-house producer and designer for startups.

Peter has spoken at many large technology events including Google I/O, Graph Connect, Visualized, NoSQL NOW! and Enterprise Data World. He holds a BA in Neuroscience and Behavior and Studio Arts and Architecture from Wesleyan University.

## David Boardman

Senior Interaction Design Lead, IDEO



David Boardman is a Senior Interaction Design Lead at IDEO New York where he guides teams designing interactions across multiple touch points that elevate people's experiences and innovate businesses. David has contributed in bringing to life several complex digital ecosystems for a broad set of industries including healthcare, the public sector, finance, and media, for clients such as US Department of State, WebMD, UBS, Sky Television, Telstra, Hewlett-Packard, Cisco Systems, the Clinton Global Initiative, Nokia, and Telefónica.

David has also worked as a Design Consultant at frog, a global design innovation firm, and he has been involved as a Research Scholar at MIT where he focused on topics such as civic media, smart cities and mobile experience. As an educator, he has lectured and has been invited as critic at MIT, Domus Academy, NYU, University of Pennsylvania, and Universidad de Chile.

His work has been recognized at international venues such as Ars Electronica, MIT Humanities + Digital Conference, Webby Awards, International Journalism Festival, Milan Design Week.

## Rob Nabors

Chief of Staff, U.S. Department of Veterans Affairs



Rob Nabors is the VA Chief of Staff. He was an Assistant to the President and Deputy Chief of Staff for Policy and previously served as Assistant to the President and Director of the Office of Legislative Affairs. Before that, Nabors served as Deputy Director of the Office of Management and Budget and as Senior Advisor to the Chief of Staff.

From 1996-2001, Nabors served in the Office of Management and Budget in a series of roles, including Senior Advisor to the Director and Assistant Director for Administration and Executive Secretary. From 2001 through 2008, Nabors served on the House Appropriations Committee, eventually becoming the 13th Clerk and Staff Director of the Committee.

Nabors received a B.A. from the University of Notre Dame and an M.A. from the University of North Carolina at Chapel Hill.

## **Dr. Carolyn Clancy, M.D.**

Assistant Deputy Under Secretary for Health, Safety and Quality, U.S.  
Department of Veterans Affairs



Veterans Affairs, on July 2, 2014. As Interim Under Secretary for Health, Dr. Clancy oversees the health care needs of millions of Veterans enrolled in VHA, the United States' largest integrated health care system, with more than 1700 sites, including hospitals, clinics, long-term care facilities, and Readjustment Counseling Centers. In addition, VHA is the nation's largest provider of graduate medical education and a major contributor to medical research.

Prior to assuming the duties of the Interim Under Secretary for Health, Dr. Clancy was the Assistant Deputy Under Secretary for Health, for Quality, Safety and Value where served as the Chief Quality Management Officer for VHA – planning, directing, coordinating, and evaluating VHA's national quality, safety, and value-producing programs and approaches.

Dr. Carolyn M. Clancy also served as Director of the Agency for Healthcare Research and Quality (AHRQ), from February 2003 through August, 24, 2013.

Dr. Clancy, a general internist and health services researcher, is a graduate of Boston College and the University of Massachusetts Medical School. Following clinical training in internal medicine, Dr. Clancy was a Henry J. Kaiser Family Foundation Fellow at the University of Pennsylvania. Before joining AHRQ in 1990, she was also an assistant professor in the Department of Internal Medicine at the Medical College of Virginia.

Dr. Clancy holds an academic appointment at George Washington University School of Medicine (Clinical Associate Professor, Department of Medicine) and serves as Senior Associate Editor, Health Services Research. She serves on multiple editorial boards including JAMA, Annals of Family Medicine, American Journal of Medical Quality, and Medical Care Research and Review.

She is a member of the Institute of Medicine and was elected a Master of the American College of Physicians in 2004. In 2009, was awarded the 2009 William B. Graham Prize for Health Services Research.

Her major research interests include improving health care quality and patient safety, and reducing disparities in care associated with patients' race, ethnicity, gender, income, and education. As Director, she launched the first annual report to the Congress on health care disparities and health care quality.

## Scott Blackburn

Director, MyVA Task Force, U.S. Department of Veterans Affairs



Scott Blackburn is currently leading the My VA Task Force charged with reorganizing and transforming the Department of Veterans Affairs to focus more on the veteran experience.

Scott is formerly a Partner at McKinsey & Company where he served industrial companies on a wide range of topics related to large business-wide transformational change. He led the Americas Manufacturing Practice and North American Operations Transformation Change Practice.

Prior to joining McKinsey, Scott served as a Captain in the US Army and worked for the Cleveland Browns (and dreams of one day returning to pro sports to run a franchise).

## Tom Allin

Chief Veterans Experience Officer, U.S. Department of Veterans Affairs



Tom Allin is the first Chief Veterans Experience Officer at VA. His team's goal is to create a single unified digital experience that makes it easier for veterans to get the benefits they deserve.

Mr. Allin served as Country Managing Director of China Operations at Jollibee Foods Corp. until April 1, 2011. Mr. Allin served as the Managing Director of Security Capital Group Incorporated since December 1998. Mr. Allin served as the President of Strategic Hotel Capital Incorporated, from April 1998 to November 1998 and the President and Chief Executive Officer of Gordon Biersch Brewing Company, from 1996 to 1998.

From 1973 to 1996, Mr. Allin served as a Senior Vice President and Zone Manager of the Western Zone of McDonald's Corporation, spending 15 years in Europe where he launched the McDonald's System in France and later was responsible for the direction and support of 20 European countries, as well as the development of new markets in Africa and the Middle East. He was a Member of Industry Advisory Board at Pinto Partners and was on the board of directors of five, international real estate businesses and worked closely with the respective Chief Executive Officers on strategy and management.

Mr. Allin attended the International Senior Management Program at Harvard Business School and holds a B.S. in Economics from Duke University.

## Dat Tran

Deputy Assistant Secretary for Data Governance and Analysis, U.S.  
Department of Veterans Affairs  
Acting Secretary, Office of Policy and Planning



Mr. Tran was appointed as the Deputy Assistant Secretary for Data Governance and Analysis in May 2011. He oversees the National Center for Veterans Analysis and Statistics and the Office of the Actuary.

Mr. Tran has over 10 years of experience leading data analysis and statistical activities in the VA. He is currently responsible for leading the effort to implement data governance across the Department to ensure VA's data is accurate, reliable, and accessible.

Previously, Mr. Tran served as the Executive Director of the National Center for Veterans Analysis and Statistics (NCVAS) is the VA's authoritative source for data and statistics on veterans and VA programs.

From 1995 to 2001, Mr. Tran served as a professional staff member for the U.S. Senate Veterans Affairs' Committee. He was responsible for all oversight activities of VA's IT programs and coordination of congressional hearings and legislative activities for the Committee.

Prior to his government service, Mr. Tran served as the Manufacturing Operations Manager for Square D Electrical Company in Milwaukee, WI. He was responsible for managing the manufacturing, business planning, procurement, and customer service operations. He has also served as a Senior Project Manager and Industrial Systems Engineer at several Square D manufacturing facilities.

Mr. Tran is a native of Vietnam. He holds a degree in Industrial Systems Engineering from Ohio State University and is a certified Project Management Professional. He and his wife, Carol, currently reside in Dunn Loring, VA, with their two children, Logan and Reilly.

## Rachel Harrison-Gordon

Presidential Innovation Fellow, U.S. Department of Veterans Affairs



Rachel Harrison-Gordon is currently serving as a Presidential Innovation Fellow at the U.S. Department of Veterans Affairs, where she is applying open data and innovation to efforts that focus on effectively reaching and supporting America's Veterans.

Ms. Harrison-Gordon participated in a 5-week Human-Centered Design research project interviewing veterans across the country, learning about the diverse motivations, needs, success stories, and pain-points accessing VA properties. The findings contained in the team's report provide employees at all levels with critical perspectives that inform the design process of VA's offerings.

She has developed Electronic Health Record software to enable Health Care Act compliance as well as other patient accessibility projects, including a Computerized Neurocognitive Battery used for research in the Army STARRS Project. She has consulted on business requirements, architecture, and UI of mobile productivity and advising applications for investment banking and corporate clients. She recently served as manager of mobile analytics at *The New York Times*, providing data-driven insights regarding cross-platform use and app feature performance, to generate marketing and newsroom strategy.

Ms. Harrison-Gordon graduated from the University of Pennsylvania majoring in Mechanical Engineering and Applied Mechanics and minoring in Engineering Entrepreneurship.