

Chairman Broun, Chairman Smith, Ranking Member Maffei, Ranking Member Johnson, and Members of the Committee, good morning. I'm looking forward to the opportunity to offer testimony to you today.

To begin, I would like to provide some context for my time as United States Chief Technology Officer (CTO) that will be helpful in addressing questions you've asked me to answer.

I am a private-sector health IT entrepreneur by background, and have been blessed with significant success in that arena. Only in America can the son of two brave immigrants from Korea have the kind of business-building experiences that I have been blessed to have.

In August 2009, I was asked to come serve our country, the country I love so very much, as the U.S. Department of Health and Human Service's (HHS) Chief Technology Officer (CTO) and "entrepreneur-in-residence." My role at HHS was to serve as a technology policy and innovation advisor. My principal focus there was on open data policy – making health care-related data and knowledge more open and accessible to help fuel innovation, entrepreneurship, and health care

improvement. As a special project, after the passage of the Affordable Care Act in March 2010, I was also asked to lead an early effort to develop a website in 90 days that provided basic information about the Affordable Care Act and health coverage options. This website was the first edition of HealthCare.gov, and was a purely informational site; it did not contain a transactional marketplace in which people applied for health insurance. This early website went live very successfully on July 1, 2010. I should note that, subsequently, this website was essentially completely replaced in 2013 by the Centers for Medicare and Medicaid Services (CMS) with a new HealthCare.gov that incorporated the Federally Facilitated Health Insurance Marketplace.

In March 2012, I joined the White House Office of Science and Technology Policy as U.S. CTO. In this role, my primary job was to serve as a technology policy and innovation advisor across a broad portfolio of issues, working on open data policy and initiatives, wireless spectrum policy, how to advance a free and open internet, how to harness the power of technological innovation to fight human trafficking and improve disaster response and recovery, and more. My role as U.S. CTO was not to oversee the internal Federal IT budget and operations. However, given my background at HHS and as a health IT entrepreneur,

I was asked to provide assistance to CMS, which was the agency in charge of managing the development of the new HealthCare.gov, including the Federally Facilitated Marketplace for health insurance.

I provided assistance to CMS in a few different capacities. For example, I served as one of three co-chairs of an interagency steering committee, organized by the Office of Management and Budget (OMB) and which focused on providing a neutral venue in which agencies like CMS, IRS, SSA and others could work through interagency items -- primarily in support of the data services hub, which ended up going live quite successfully. I assisted with a "red team" exercise in early 2013 that helped identify actions to improve project execution, as well as some associated follow-on work that summer. From time to time, I helped connect people to each other, served as a spokesperson of sorts, and provided help on particular questions.

However, to properly calibrate your expectations of my knowledge of CMS's initial development of the new HealthCare.gov and Federally Facilitated Marketplace: I was not a project manager who was managing and executing the day-in and day-out operational work of building the new HealthCare.gov and the Federally Facilitated

Marketplace. This was the responsibility of CMS. I didn't have the kind of comprehensive, deep, detailed knowledge of the effort that a hands-on project manager would have, and which I have had about other projects in my private sector work. I assisted CMS with its work as an advisor, while executing my overall duties as White House technology policy and information advisor, working on a broad range of policy issues, as I described earlier.

As the new HealthCare.gov and the Federally Facilitated Marketplace rolled out in the fall of 2013, as the extent of the operational issues with the site became clear, it became an all-hands on deck moment, and I, along with others, dropped everything else I was doing and increased my involvement in HealthCare.gov dramatically, shifting full-time into the HealthCare.gov turnaround effort, and working as part of the "tech surge" that radically improved the performance of the site.

I worked as part of a terrific team, working around the clock, even sleeping on office floors. My particular focus was on helping to reduce the amount of time the site was down, improve the site's speed, improve its ability to handle high user volume, and improve user-facing functionality. Our team effort drove massive improvement in the site, ultimately enabling millions of Americans to successfully sign up for

health insurance through the site -- many of whom had previously been uninsured.

At the end of the day on April 15, 2014, the last day of extended special enrollment, I went back to my U.S. CTO day job of being technology policy and innovation advisor, and my involvement in HealthCare.gov accordingly scaled back dramatically.

As another contextual note, I understand that the committee's primary interest has been the security of HealthCare.gov. I do not have the expertise in cybersecurity that the professors of cybersecurity and other experts who previously testified before this Committee have. Responsibility for the cybersecurity of HealthCare.gov rests with CMS. As you know, each federal agency has responsibility for the security of its sites, as each agency is closest to the ground and the operations of its programs. My involvement with the security of HealthCare.gov has been rather tangential. The interagency steering committee I co-chaired had a privacy and security subgroup, but this subgroup was staffed and led by agency personnel, who occasionally asked the overall committee co-chairs to help facilitate interagency dialogue and cooperation, but who generally drove to the ultimate answers

themselves. There were a small number of other occasions when I was asked to serve as a spokesperson of sorts (summarizing general cybersecurity content supplied by CMS and HHS), to function as a liaison or facilitator connecting people to each other, or to provide my general thoughts for whatever they were worth. But, again, I am not a cybersecurity expert.

As a final contextual note, at the end of August of this year, in order to stay married, I stepped down as U.S. CTO and returned home to Silicon Valley, fulfilling my wife's longstanding desire to do so. I continue to serve our country as a consultant to the White House based in Silicon Valley, focused primarily on attracting more and more of the best tech talent in the Nation to serve the American people – which is important to our vital work as a government to radically improve how the government delivers digital services and unleashes the power of technology in general.

Thank you for the opportunity to provide some context for my testimony today, and I look forward to answering your questions as best I can.