



## **NATIONAL VOLUNTARY CONSENSUS STANDARDS FOR ENDORSING PERFORMANCE MEASURES FOR RESOURCE USE: PHASE II**

### **COMMITTEE MEMBERS**

**Dr. Tom Rosenthal, MD (Co-Chair)**

Chief Medical Officer & Associate Vice Chancellor- UCLA School of Medicine

Dr. Rosenthal has twenty five years of experience leading and managing health care organizations including a resource intensive specialty program, an academic department of surgery, a physician group practice, and a multi- hospital system, all in an environment of constrained resources. In each setting he has achieved efficiency and reduced waste while improving quality and outcomes. Dr. Rosenthal also has experience leading a multi-center research program, whose goals are to understand and reduce unnecessary variation. As a result of these experiences, he understands episode-based measurement, having worked extensively with risk adjustment models, and used methods to measure cost and resource use.

**Mr. Bruce Steinwald, MBA(Co-Chair)**

Independent Consultant- Independent Consultant

Bruce Steinwald is an independent consultant specializing in health policy, health economics and financing, and Medicare payment issues. From 2002 through late 2009, Mr. Steinwald served as a senior executive on the U.S. Government Accountability Office's Health Care Team in Washington, DC. He testified before the Congress on Medicare payment and system-wide health care financing issues and supervised the preparation of reports on these topics. Mr. Steinwald has held several positions both in and out of government over the past 40 years and has authored and coauthored numerous articles in health economics and health policy.

**Dr. Paul Barnett, Ph D**

Director of Health Economics Resource Center- VA Palo Alto Health Care System

Dr. Paul G. Barnett directs the Health Economics Resource Center, the national center for economic research in the Department of Veterans Affairs. His cost-effectiveness research involves clinical trials and health services studies of interventions across the spectrum of health care. Mr. Barnett served on a steering committee for a study that compared the VA to Medicare costs and for the organization that implemented the VA cost accounting system. He was co-editor of a recent publication on the current state of the art in U.S. health care costing. He is a Consulting Associate Professor at Stanford Medical School and health economist at UC San Francisco.

**Mr. Jack Bowhan**

Manager, Performance Measurement- Wisconsin Collaborative for Healthcare Quality

Jack Bowhan is the Manager of Performance Measurement for the ThedaCare Center for Healthcare Value and the Wisconsin Collaborative for Healthcare Quality (WCHQ). He brings twenty-plus years of healthcare experience with multi-specialty group practices, hospitals, managed care organizations and led the first team to write performance measure specifications for WCHQ. Currently Mr. Bowhan is responsible for leading, directing, and managing the development of healthcare value metrics. He works in partnership with members of WCHQ as well as its strategic partners including health care purchasers, the Wisconsin Health Information Organization, the Wisconsin Medical Society, and the Health Care Value Leaders Network.

**Dr. Jephtha Curtis, MD, FACC**

Assistant Professor, Department of Internal Medicine- Yale University School of Medicine

Practicing cardiologist specializing in interventional procedures at Yale-New Haven Hospital since 2004. Training and expertise in methods of health services research. Led development of measures of outcomes following invasive cardiovascular procedures (percutaneous coronary intervention (PCI) and implantable cardioverter defibrillators) suitable for public reporting. Two of these measures- 30-day PCI mortality among patients with ST segment elevation myocardial infarction (STEMI) or cardiogenic shock, and 30-day PCI mortality among patients with neither STEMI nor cardiogenic shock- have been approved by the National Quality Forum.

**Dr. Kurtis Elward, MD, MPH, FAAFP**

Partner- Family Medicine of Albermarle

Dr. Kurtis Elward's activities directly involve episode-based measurement designed for frontline clinicians and measurement methodologies for grouping and aggregate analysis at the provider and practice level. He performed cost and resource evaluations in small practices, particularly resource:benefit ratios critical for primary care. His most recent projects focused on implementing patient centered medical home models of care and systems evaluations and measurement of return on investment in both dollars and quality measures for Pay for Performance programs. His experience on the PCPI and JCAHO panels has provided him with an understanding of the critical elements in practical measure design.

**Dr. William E. Golden, MD, MACP**

Medical Director, Health Policy- Arkansas Medicaid

William E. Golden, M.D. is Professor of Medicine and Public Health at the University of Arkansas for Medical Sciences. Currently, he is Medical Director, Health Policy at Arkansas Medicaid after 16 years as Vice President for Quality Improvement at the Arkansas Foundation for Medical Care. A member of the Executive Committee of the Physician Consortium for Performance Improvement, he has served as Chair of the Board of Regents of the American College of Physicians and on the Board of Directors of the NQF (2001-2004). He has served and co-chaired several national measures development committees, including work on health care efficiency.

**Ms. Lisa M. Grabert, MPH**

Senior Associate Director- American Hospital Association

Lisa Grabert was the former Program Manager for the Physician Resource Use Measurement and Reporting Program at CMS. Under her leadership, CMS has disseminated over 600 reports based on per capita and episode of care resource use measures. In addition to managing the program, Ms. Grabert developed policies regarding risk adjustment, attribution, benchmarking, and minimum thresholds in the Medicare Physician Fee Schedule. She has also served on several resource use measurement committees including the Quality Alliance Steering Committee's Resource Use Technical Advisory Committee and the National Committee for Quality Assurance's Relative Resource Use Expert Panel.

**Dr. Ethan A. Halm, MD, MPH**

Professor of Internal Medicine- University of Texas Southwestern Medical Center

Ethan A. Halm, MD, MPH is Professor of Internal Medicine and Clinical Sciences at the University of Texas, Southwestern Medical Center in Dallas, TX, and Chief of the Division of General Internal Medicine. Dr. Halm is a practicing academic general internist who is actively involved in clinical epidemiology, outcomes and health services research. He received his B.A. from Wesleyan University, M.D. from the Yale School of Medicine, and M.P.H. from Harvard University. Following his residency at the University of California, San Francisco, he completed a general medicine/clinical research fellowship at the Massachusetts General Hospital. Dr. Halm's research focuses on: understanding the patient, provider, and system factors that influence the quality and outcomes of care, improving chronic disease management, assessing the impact of patient health beliefs on medication adherence and self-management, changing physician, patient and organizational behavior, and developing evidence-based approaches to the management of common conditions. His research has been funded by the National Institutes of Health, Agency for Healthcare Research and Quality, and Robert Wood Johnson Foundation, among others.

**Ms. Ann L. Hendrich, RN, MSN, FAAN**

Vice President of Clinical Excellence Operations- Ascension Health

Ann is the Vice President of Clinical Excellence Operations at Ascension Health's system office and serves as the Chief Nursing Officer while guiding the implementation of clinical excellence and informatics initiatives in partnership with executives, board members, and clinical officer leadership. She holds a Bachelor's Degree from DePauw University and a Master's Degree in Adult Health and Administration. She is a PhD Candidate in Outcomes and Performance Management at Loyola University. As a three year RWJ Executive Fellow, her focus was on leading organizational change. She was inducted into the American Academy of Nursing in 2003. Ann was the Principal Investigator and innovator for the Acuity-Adaptable hospital room model. These patient rooms of the future incorporated comfort, healing, technology, and efficiency into an integrated design. Her current research focuses on the acute-care work environment of caregivers. Her national multi-site study, funded by the Robert Wood Johnson and the Gordon and Betty Moore Foundation and known simply as the Time and Motion study, measured the relationship between available caregiver time and time spent in patient care. Time and Motion II will apply these research findings in a demonstration site to test a Closed Loop Medication Delivery System. Ann is widely published in professional journals and nursing text, serves as a grant reviewer for major nursing organizations, acts as a frequent advisor to The Advisory Board, board member for the Center of Health Design, Zynx, the Nursing Advisory Council for The Joint Commission, and several editorial boards. With a special interest in geriatrics, she is also the author of the Hendrich II Risk Model®, a predictive model for inpatient falls. In 2007, Modern Healthcare identified Ann as one of the Top 25 Women in Healthcare; The American Organization of Nurse Executives publication Nurse Leader highlighted her as a Nurse Leader to Watch; and in 2010 she was selected as one of the Most Influential Business Women in St. Louis, Missouri.

**Dr. Thomas H. Lee, MD**

Network President- Partners HealthCare System, Inc.

Thomas H. Lee, MD, is Network President for Partners Healthcare System, the integrated delivery system founded by Brigham and Women's and Massachusetts General Hospitals. He is a Professor of Medicine at Harvard Medical School, Professor of Health Policy and Management at the Harvard School of Public Health, and an Associate Editor of The New England Journal of Medicine. Dr. Lee is a member of the Board of Directors of Geisinger Health System and the Board of Overseers of the Malcolm Baldrige National Quality Award, and the Panel of Health Advisors of the Congressional Budget Office.

**Dr. Jack Needleman, Ph D, FAAN**

Professor- University of California, Los Angeles School of Public Health

Jack Needleman, PhD, FAAN, is Professor of Health Services, UCLA School of Public Health. His research on nurse staffing, hospital quality and the business case for nursing won the first AcademyHealth Health Services Research Impact Award. As a health economist, Dr. Needleman has conducted research examining the relative efficiency and performance of nonprofit and for-profit hospitals, and as co-director of the Lewin-ICF public policy practice, designed or evaluated hospital, physician and nursing home reimbursement systems. Dr. Needleman served on the Technical Advisory Committee for the NQF Hospital Nursing Performance Measure committee. He has a PhD in Public Policy from Harvard University.

**Dr. Mary Kay O'Neill, MD, MBA**

Chief Medical Officer for Pacific Northwest- CIGNA HealthCare

Dr. Mary Kay O'Neill is a member of the Resource Measurement workgroup of the Puget Sound Health Alliance and she is familiar with available data and analytics to measure utilization. The workgroup is developing reports that are useful to diverse audiences. Dr. O'Neill has extensive experience in data capture, analysis, interpretation and reporting. More importantly, she has used data to implement program improvement and evaluation of these changes. Dr. O'Neill has experience in white paper development, production and dissemination through her work at the University Of Washington School Of Public Health. Most importantly, she has a lot of experience participating in steering committees and workgroups and knows how to contribute to these processes in a productive way.

**Dr. David Penson, MD, MPH**

Director of the Center for Surgical Quality and Outcomes Research- Vanderbilt University Medical Center

David F. Penson, MD, MPH is a nationally known expert in the field of health services research as it relates to urologic cancers. A board-certified urologist who trained at UCLA, he was also an RWJ Clinical Scholar at Yale University. Dr. Penson is now Professor of Urologic Surgery and Director of the Center for Surgical Quality and Outcomes Research at Vanderbilt University. He has served as the Chair of the American Urological Association's (AUA) Quality Improvement and Patient Safety Committee, and is currently the AUA's Vice Chair of Health Policy and its representative to the NQF's Health Professionals Council.

**Dr. Doris L. Peter, PhD**

Manager, Health Ratings Center Consumer Reports- Consumers Union

Dr Peter is the Manager of the Consumer Reports Health Ratings Center. She has spent more than 10 years in medical publishing, translating complex medical and scientific evidence for both professionals and consumers. At Consumer Reports, Dr Peter leads multidisciplinary teams that develop online presentations and tools to help consumers understand comparisons of the quality of health care products (eg, drugs) and services (eg, hospitals, insurance plans). She currently serves as the Principal Investigator for Consumers Union's grant under the Consumer and Prescriber Education Grant Project (Consumer Reports Health Best Buy Drugs) that involves translating and disseminating comparative effectiveness research into actionable advice for consumers. Dr Peter has also lead projects that translate information about the safety, effectiveness and strength of evidence behind treatments for over 180 conditions. Prior to joining Consumers Union she was an editor and Publisher at The Medical Letter and then North American Editor for an international evidence-based medicine journal. Dr Peter is a molecular neurobiologist by training, earning her PhD at UCLA, and she completed a postdoctoral fellowship in cellular biophysics at Rockefeller University.

**Mr. Steve Phillips, MPA**

Director, Health Policy- Ortho-McNeill-Janssen Pharmaceutical, Inc.

Mr. Phillips is the Director of Health Policy and Reimbursement with Johnson & Johnson' corporate Government Affairs and Policy office. His key areas of focus are changes to the Medicare payment systems for hospitals and physicians, particularly how they impact access to innovative products. He has presented to international audiences on the key lessons of the US DRG experience, and also advises J&J companies on international policy issues. Prior to joining J&J in 2005, Mr. Phillips had over 18 years of experience at CMS, most recently as the chief of physician reimbursement. Prior to that, he was chief of Medicare's inpatient hospital DRG system.

**Dr. David Redfearn, PhD**

Advanced Analytics Senior Consultant- WellPoint

Dr. Redfearn has eight years experience in use and interpretation of Symmetry ETG (Episode Treatment Group) and PEG (Procedure Episode Group) models. He is the lead responsible for design and development of WellPoint standard physician cost-efficiency methodology. Dr. Redfearn has eight years experience with patient severity measurement models (e.g., Symmetry ERG, Verisk DCGs). He is responsible for development of California hospital case-mix adjusted cost and length of stay efficiency data (using 3M APRDRG model). Experience with Medstat Episode Groups (MEG) and Cave Consulting Grouper, and how they compare to ETGs.

**Dr. Jeffrey B. Rich, MD**

CardioThoracic Surgeon- Mid-Atlantic Cardiothoracic Surgeons Ltd.

Dr. Jeffrey B. Rich is a cardiothoracic surgeon with Sentara Healthcare and a partner in the Mid-Atlantic Cardiothoracic Surgeons group. Dr. Rich's immediate past position as Director of the CMS Center for Medicare Management involved extensive work with resource utilization in healthcare delivery for the Medicare population. In the recent past, Dr. Rich held leadership positions at various national quality organizations, including member of the NQF Board of Directors, Chair of the NQF Council on Research and Quality Improvement, member of The Society of Thoracic Surgeons (STS) Board of Directors, and Chair of the STS Task Force on Quality Initiatives.

**Dr. William L. Rich, III, MD**

Senior Partner- Northern Virginia Ophthalmology Associates

William Rich currently practices as the senior partner in Northern Virginia Ophthalmology Associates. Dr. Rich has had a 25-year involvement in health policy, managed care and practice management. He serves as Chair of the Health Professionals Council of the National Quality Forum. He has also served on several Robert Wood Johnson Foundation and IOM panels dealing with the "Future of Fee-for-Service Medicare" and "Economic Incentives for Promoting Quality." Dr. Rich was a founder and executive committeeman for a local IPA. He served from 2003-2009 as the chair of the AMA RBRVS (RUC) Committee.

**Dr. Barbara A. Rudolph, PhD, MSSW**

Senior Scientific Director- The Leapfrog Group

Dr. Rudolph has served as the Director, Leaps and Measures, for The Leapfrog Group, Washington, DC since July of 2003. The Leapfrog Group represents member Fortune 200 companies, large employer coalitions, and state purchasing agencies, in health care quality and safety issues. Her responsibilities include management of the Leapfrog Hospital Survey, including survey design, measurement and scoring methodology, and consumer reporting. Dr. Rudolph is also responsible for the measurement aspects of the Leapfrog Hospital Rewards Program, an incentives program for hospitals. She represents Leapfrog and the purchaser community on patient safety, quality measurement, national health information infrastructure committees and workgroups, including the Consensus Standards Approval Committee for the National Quality Forum. She concurrently serves as a consultant for the National Association of Health Data Organizations, and as an Associate Scientist, for the Center for Health Systems Research and Analysis, College of Engineering, University of Wisconsin-Madison.

**Dr. Joseph Stephansky, PhD**

Senior Director, Policy- Michigan Health and Hospital Association

Joseph Stephansky is Senior Director of Policy for the Michigan Health & Hospital Association. His duties include working with major Michigan health insurers on hospital performance metrics and pay-for-performance programs, as well as aligning physician-hospital incentives through alternative payment methodologies; continued study of geographic variability in utilization, working with hospitals on the whys behind observed variation; and examining alternative operational models that may help hospitals achieve quality and efficiency goals. Prior to joining MHA, Mr. Stephansky had ten years of finance experience in a large urban hospital. He received his doctorate in agricultural economics from Michigan State University.

**Dr. James N. Weinstein, DO, MS**

Director, President- The Dartmouth Institute for Health Policy; Dartmouth-Hitch Clinic

Dr. Weinstein is Director of The Dartmouth Institute for Health Policy and Clinical Practice (TDI). In January, he was selected President of Dartmouth Hitchcock Clinic (DHC). The dual positions allow him to build critical linkages between the groundbreaking health services research of TDI and the clinical care at DHC. Dr. Weinstein is an internationally renowned spine surgeon and researcher. He was chair of the Department of Orthopedics at Dartmouth Medical School and Dartmouth-Hitchcock from 2003 until his appointment as DHC president. Dr. Weinstein is a leader in advancing "informed choice" to ensure that patients receive evidence based, safe, effective, efficient, and appropriate care, establishing the first in-the nation center for shared decision making at DHMC. He has received over \$35 million in research funding from the National Institutes of Health (NIH). He is principal investigator for the NIH funded SPORT (Spine Patients Outcomes Research Trial) study, the first large scale trial to look at the effectiveness of the three most common surgical procedures for back pain, as compared to non-operative treatment. Dr. Weinstein serves on numerous national boards and committees, including the Institute of Medicine's committee on comparative effectiveness research. He has been closely involved in the development of health reform legislation, and continues to provide insights and information to the Administration and Congress on achieving real reform of the health care system.

**Ms. Dolores Yanagihara, MPH**

Director, California Pay for Performance- Integrated Healthcare Association

Dolores Yanagihara brings a combination of technical expertise and practical experience with resource use measures. For the past 4 years, she has led the Integrated Healthcare Association's (IHA) initiative to add efficiency and resource use measures into the statewide P4P program. Ms. Yanagihara has had to navigate both technical and political challenges while developing and implementing efficiency and resource use measures in a multi-payer, multi-stakeholder environment. She has led work groups to develop and standardize "Appropriate Resource Use" measures and a population-based, risk and geography adjusted total cost of care measure using actual costs.