



Multistakeholder Input on Performance Measurement for Rural Small-Practice and Low-Volume Providers

COMMITTEE CHAIRS

Kelly Court, CPHQ, MBA

Chief Quality Officer, Wisconsin Hospital Association
Madison, Wisconsin

Kelly Court, CPHQ, MBA is the Chief Quality Officer of the Wisconsin Hospital Association. She has over 30 years of experience in quality leadership with the majority of those years in a system that includes rural hospitals. These years include extensive experience with public reporting and use of measures to drive quality improvement. She has 22 years of quality leadership experience in a hospital/health care system that included measurement and improvement of quality in three critical access hospitals; Public reporting and analysis of data for 64 rural/critical access hospitals in the state of WI; Leader of WI CMS HEN project for 62 rural/critical access hospitals for reduction of readmissions and patient harm.

Ira Moscovice, PhD

Mayo Professor and Division Head, University of Minnesota School of Public Health
Minneapolis, Minnesota

Ira Moscovice, PhD is a Mayo Professor and Head of the Division of Health Policy and Management at the University of Minnesota School of Public Health. He is director of the University of Minnesota Rural Health Research Center funded by the Federal Office of Rural Health Policy (ORHP). Dr. Moscovice was the first recipient of the National Rural Health Association's Distinguished Researcher Award in 1992. Dr. Moscovice has served as the principal investigator for numerous rural health studies funded by ORHP, the Centers for Medicare and Medicaid Studies, AHRQ, the Robert Wood Johnson Foundation, and the U.S. Department of Veterans Affairs.

COMMITTEE MEMBERS

Ann Abdella

Executive Director, Chautauqua County Health Network
Jamestown, New York

Ann Morse Abdella is the Executive Director for the Chautauqua County Health Network, a rural health network collaborative of providers and community based organizations; Chautauqua Integrated Delivery System, an independent practice association; and Chautauqua Region Associated Medical Partners, a Medicare Shared Savings Program Accountable Care Organization, all located in rural upstate New York. She has 30 years of experience in health promotion/disease management in both the public and private sectors. Experience includes: wellness director for the

Virginia Farm Bureau and Chautauqua County Success By 6, and public health planner for both Chautauqua County government and the Seneca Nation of Indians.

Michael Baer, MD

Network Medical Director, AmeriHealth Caritas Pennsylvania
Carlisle, Pennsylvania

Michael Baer, MD American Board of Family Medicine certified since 1988 with experience in traditional family practice, Lebanon Veterans Administration Medical Center as a physician leader, Pennsylvania Medicaid program's Fee For Service program as lead medical director, and, presently, AmeriHealth Caritas Pennsylvania and AmeriHealth Northeast as network medical director. AmeriHealth Caritas Pennsylvania and Amerihealth Northeast are Pennsylvania Medicaid Health Choices managed care organizations. As network medical director, this position oversees a Medicaid population of 180,000 members in 48 mostly rural Pennsylvania counties with a mission to "Get Care. Stay Well. Build Healthy communities." It has special concern for those who are poor."

Tonya Bartholomew, OTR

Registered Occupational Therapist, Platte Valley Medical Clinic
Saratoga, Wyoming

Tonya Bartholomew, OTR is an occupational therapist who is the clinic manager of a small rural clinic in frontier Wyoming. She is not only active in the clinic in the PCMH transformation but also throughout the rural community including her position at the school board. Ms. Bartholomew has been the driving factor in the transformation of a rural / frontier clinic to a PCMH. Her performance has led to the Wyoming Department of Health Medicaid Division seeking her out as a consultant in rolling out their statewide PCMH payment program.

John Gale, MS

Research Associate, Maine Rural Health Research Center, University of Southern Maine
Portland, Maine

John Gale, MS is a Research Associate with the University of Southern Maine's Rural Health Research Center. His research focuses on Critical Access Hospitals and Rural Health Clinics and the delivery of primary care, behavioral health, and emergency medical services. His work is practical and concentrates on resources to support rural providers, improve their performance, and enhance access to care. He is a Senior Fellow with the American Hospital Association's Health Research and Education Trust and a member of National Rural Health Association Board of Trustees. He also has extensive practice management experience with primary care and behavioral health practices.

Aaron Garman, MD

Medical Director, Coal Country Community Health Center
Beulah, North Dakota

Aaron Garman, MD, FAFAP, CAQ-HPM is a practicing rural family physician in Federally Qualified Health Center in Beulah, ND. He is the founder and medical director of the Coal Country Community Health Center for the past ten years. He leads quality improvement and measurement and Patient-Centered Medical Home transformation activities. In his rural community, he has been the Chief of Staff for the local critical access hospital; the medical director of the hospice program and nursing home; and provides occupational health for the coal mine. He has held numerous state and national leadership positions representing rural family physicians.

Gregory Irvine, MD

St. Luke's McCall Orthopedics Clinic
McCall, Idaho

Gregory Irvine, MD is an orthopedic surgeon who has practiced in a rural community, McCall, Idaho since June 2011. He trained at the University of Michigan and was on the faculty there for two years before entering private practice at the Portland Orthopedic Clinic in 1985 where he practiced until coming to McCall. He practiced as the only orthopedist in a critical-access hospital and has developed a unique perspective related to the practice of orthopedics in a rural, under-served area of the Country. Dr. Irvine has strong opinions as to the challenges and limitations of providing high-quality orthopedic care in this setting. He has practiced in the academic setting, large city private practice, and now in a rural area. The contrast between these practices has given him unusual insight into the wide divide between these settings.

Jason Kessler, MD

Medical Director, Iowa Medicaid Enterprise
Des Moines, Iowa

Jason Kessler, MD grew up in the Twin Cities and holds a degree in biology, chemistry and music from the University of Minnesota. He completed his MD at the University of Iowa College of Medicine and a pediatric residency at Tod Children's Hospital in Youngstown, Ohio. He is a board-certified pediatrician and has been the Medical Director for the Iowa Medicaid Enterprise since May of 2010. As Medical Director for a largely rural state, he has been involved with design for programs designed to improve access, health homes, SIM. Dr. Kessler works closely with Iowa's public health agencies, the Iowa Primary Care Association (most of the FQHCs), the Rural Health Alliance, the Hospital Association and other stakeholders in rural health.

Jason Landers, MBA

Director of Provider Strategic Initiatives, Highmark West Virginia
Parkersburg, West Virginia

Jason Landers, MBA is the Director of Strategic Provider Initiatives for Highmark Blue Cross and Blue Shield West Virginia. Jason joined the company in 2012. His primary responsibilities include identifying and developing collaborative provider relationships and transforming the provider networks from Fee for Service to Pay for Value. Jason spent the previous 12 years working in healthcare for the Camden Clark Medical Center and Camden Clark Physicians Corporation in a variety of roles including managed care, physician recruitment and physician relations, business development and practice administration. Prior to that, Jason worked for Acordia, a TPA, and PrimeONE a startup provider-owned HMO. Jason has an MBA from West Virginia University and a BS – Business Management from West Virginia Institute of Technology. Jason has used his lifelong knowledge of WV and his experience with the subtle challenges of the rural WV medical community to become a trusted advisor in the WV Marketplace.

Bruce Landon, MD, MBA, MSc

Professor of Health Care Policy and Medicine, Harvard Medical School
Boston, Massachusetts

Bruce Landon, MD, MBA, MSc is Professor of Health Care Policy and Medicine at Harvard Medical School and a practicing general internist. Dr. Landon has extensive experience as a health services researcher, where he has focused his efforts on assessing the impact of different characteristics of physicians and health care organizations, ranging from health plans to physician group practices,

on the provision of health care services. Dr. Landon has been elected to the American Society of Clinical Investigation and the Association of American Professors. He also chairs the Contracts and Payments Committee at the Beth Israel Deaconess Physician Organization.

Jonathan Merrell, RN, BSN, MBA, IA

Improvement Advisor, Indian Health Service
Portland, Oregon

Jonathan Merrell, RN, BSN, MBA, OCHIN's Vice President of Performance Improvement, directs quality improvement and change management initiatives. As an Institute for Healthcare Improvement (IHI) Advisor and former Lieutenant Commander (LCDR) in the United States Public Health Service, Jonathan has an extensive background in performance measurement, emergency and critical care nursing, clinical applications, and process improvement. Prior to OCHIN, he was responsible for system-wide improvement for the Cherokee Nation Health Services in Oklahoma. Jonathan currently serves as a member of IHI's national cohort of faculty where he travels to local communities to provide leadership and QI training to healthcare leaders.

Guy Nuki, MD

Regional Medical Director, BlueWater Emergency Partners
Portland, Maine

Guy Nuki, MD is the Regional Medical Director for BlueWater Emergency Partners, a private EM group in Maine. After training he practiced both Family Medicine and Emergency Medicine for 6 years in rural Washington. He then was faculty at the Central Maine Medical Center's Family Medicine Residency before returning to emergency medicine full time. He was the Chief of Operations for a mid-sized ED in rural Maine prior to helping establish BlueWater Emergency Partners. His focus on improving rural care has led him to lead the development of policies and procedures across multiple rural hospitals and the establishment of multiple programs and projects.

Kimberly Rask, MD, PhD

Chief Data Officer, Alliant Health Solutions
Atlanta, Georgia

Kimberly J. Rask, MD PhD is a primary care physician and health economist holding joint appointments as Associate Professor of Health Policy and Management and Associate Professor of Medicine at Emory University where her research and teaching focus on quality improvement and outcomes measurement. She has published book chapters and peer-reviewed articles on primary care practice, cost-effectiveness, quality improvement and outcomes measurement. She is also Chief Data Officer at Alliant Health Solutions, a nonprofit family of companies supporting Medicare, ESRD and Medicaid programs across the southeast. With more than 20 years of experience in quality measurement research and practice, she currently serves on four national expert panels.

Robert Rauner, MD, MPH

Medical Director, SERPA-ACO
Nebraska

Robert Rauner, MD, MPH worked as a family physician for 12 years (including 5 years as a rural family physician in Sidney, Nebraska and 7 years on the faculty of the Lincoln Family Medicine Program in Lincoln, Nebraska). He left clinical practice to work full time on population health projects in 2010. He earned his medical degree from the University of Nebraska Medical Center in

1995. He finished his master's degree in public health at Johns Hopkins in 2010, studying how to systematically improve the health of Nebraskans. He is a past president of the Nebraska Academy of Family Physicians and currently chairs the Nebraska Academy of Family Physicians Legislative Committee and the Nebraska Medical Association Public Health Committee.

Sheila Roman, MD, MPH

Consultant
Maryland

Sheila Roman, MD, MPH, at the Centers for Medicare & Medicaid Services served in a variety of policy positions and has been the Clinical Lead on projects that have implemented new and innovative programs. Examples include Hospital Compare, that introduced public reporting and pay for reporting of quality data, and, most recently, implementation of the value-based payment modifier, a new value based purchasing program that will implement an adjustment to payments under the Medicare physician fee schedule that rewards physicians for delivering higher quality care at lower cost. Prior career experience in New York City was as a Medical Director of an Outcomes Assessment Unit at Beth Israel Medical Center and prior to that, Chief of the Clinical Diabetes Program and Director of Quality Management for the Department of Medicine at Mount Sinai Medical Center. On her nearly 20 years at Mount Sinai Medical Center, was funded by New York State to develop a Diabetes Center of Excellence in East Harlem.

Susan Saunders, MSN, CNM, WHNP-BC

Rush Health CNM, American College of Nurse-Midwives
Dyersburg, Tennessee

Susan Saunders, MSN, CNM, WHNP-BC brings 12 years of rural health care experience in Mississippi, Arkansas and Tennessee. Currently, Saunders serves within an interprofessional practice comprised of eleven Rural Health Clinics and five Critical Access Hospitals. Saunders is experienced with systems level measurement, reporting and change on the regional and national level. She brings experience addressing barriers to access including the multifactorial challenges such as low patient volume, scarcity of resources, co-morbidities within a low socioeconomic population facing rural healthcare providers. Ms. Saunders is completing her doctoral capstone project evaluating best practice in measurement within rural health.

Stephen Schmaltz, MS, MPH, PhD

Associate Director and Senior Biostatistician, The Joint Commission
Oakbrook Terrace, Illinois

Stephen Schmaltz, MS, MPH, PhD, Associate Director and Senior Biostatistician, The Joint Commission, is responsible for performance measure data quality monitoring, reporting, and analysis; overseeing the development of core measure sampling and risk adjustment methodologies; providing statistical support to the Department of Performance Measurement in the development and testing of new performance measurement sets; providing statistical consulting to the corporation supporting quality and performance improvement initiatives and assisting in the development of grant proposals and manuscripts for publication. During his career in the performance measurement field, he has provided statistical consultation services for the design, data management, and analysis of quality, clinical, preventive, healthcare services, and outcomes studies occurring in academic, health insurance, and other healthcare research settings.

Tim Size, BSE, MBA, Doctorate Humanities (Honorary)

Executive Director, Rural Wisconsin Health Cooperative
Sauk City, Wisconsin

Tim Size, BSE, MBA, Doctorate Humanities (Honorary), Executive Director, Rural Wisconsin Health Cooperative (39 rural hospitals) since 1979, with services focused on quality reporting and improvement. He served on the IOM Committee that wrote Quality Through Collaboration: The Future of Rural Health. He served twice on DHHS's National Advisory Committee on Rural Health and Human Services and its Advisory Board to the Consumer Operated and Oriented Plan Program. He serves on the Rural Health Research Center Advisory Board at the University of Minnesota, on the Board of Directors for the Essentia Institute of Rural Health and the Wisconsin Academy of Sciences, Art and Literature.

Brock Slabach, MPH, FACHE

Sr. Vice-President, National Rural Health Association
Leawood, Kansas

Brock Slabach, MPH, FACHE currently serves as the Senior Vice-President of Member Services for the National Rural Health Association (NRHA), a membership organization with over 21,000 members nationwide. Mr. Slabach has over 25 years of experience in the administration of rural hospitals. From 1987 through 2007, he was the administrator of the Field Memorial Community Hospital in Centreville, Mississippi. He earned his Bachelor of Science from Oklahoma Baptist University and his Master of Public Health in Health Administration from the University of Oklahoma.