



Appeals Board Roster

Appeals Board Co-Chairs

Lawrence Becker

Retired, Xerox Corporation
Pittsford, New York

Lawrence M. Becker is a consumer and cancer survivor and was a caregiver for his parents in their declining years. While now retired, Larry's professional career included 26 years with the Xerox Corporation working on benefits, compensation, technology, and operations. He was responsible for Xerox's health and welfare, and defined benefit plans for several years.

Larry was a member of the founding Board of Governors of the Patient-Centered Outcomes Research Institute (PCORI) from its inception in September 2010 until September 2020. During that time, he chaired several committees. In addition, he was the Acting Chief Operating Officer (COO) at PCORI from June 2020 until December 2020 and then served as a Special Assistant to the COO until December 2021.

Larry's involvement with NQF spans over 15 years. It includes service on the Board of Directors and numerous NQF Committees, including the Priority and Goal Setting Episodes of Care Standing Committee, the Linking Cost and Quality Measures Expert Panel, and the Cost and Efficiency Standing Committee. Larry has served on the Board of Directors and other committees of several organizations, including the Spine Institute for Quality® – or Spine IQ; the Advisory Board of Amino, Inc.; the Executive Board of ERIC (ERISA Industry Council); and the Greater Rochester Health Information Operation (RHIO), among others.

Laurel Pickering, MPH

Head, Strategic Alliances, Centivo
Orlando, Florida

Laurel Pickering is a leader and visionary devoted to transforming healthcare at both regional and national levels. She is currently Head of Strategic Alliances at Centivo, where she is responsible for managing and broadening relationships with key partners to expand the reach of Centivo's innovative health plan model.

Before joining Centivo, Laurel was the Executive Vice President of Enterprise Solutions for Welldoc, Inc., where she promoted their best-in-class digital solutions for chronic care management.

Laurel was the President & CEO of Northeast Business Group on Health (NEBGH) for nearly 25 years before joining Welldoc and Centivo. While there, she built an employer-led coalition of healthcare leaders and other stakeholders with the mission of empowering members to drive excellence and value in healthcare and the patient experience. NEBGH has 170 members composed of national and global self-insured employers based in New York, New Jersey, Connecticut, and Massachusetts, as well as

national health plans, major consulting organizations, regional hospital systems, and other key stakeholders. Under Laurel's leadership, NEBGH became one of the most active and influential healthcare-focused business coalitions in the country, focused on moving toward a value-based delivery system.

Laurel joined the adjunct faculty of the Jefferson College of Population Health (JCPH) in 2021, bringing her years of experience in healthcare quality and market-based reform to her teaching.

Laurel serves on the Board of Directors of HealthPass. She also serves as Co-Chair of the Advisory Council of the Center for Workplace Mental Health and is an Advisor to Welldoc, Eden Health, and Fresh Tri. She previously served on the Boards of Directors of The Leapfrog Group, National Alliance of Health Care Purchaser Coalitions, and NQF. She was also a member of the National Committee for Quality Assurance's (NCQA) Standards Committee. Laurel received her BA in anthropology from SUNY Albany and an MPH from Emory University.

Appeals Board Members

Ashrith Amarnath, MD, MS-SHCD

Medical Director, Covered California
Sacramento, California

Ashrith Amarnath is a physician leader with a focus on healthcare delivery reform, quality, and health equity. He is trained in general surgery with a background in trauma and acute care surgery. He is well regarded for his skills in performance improvement and change management and high reliability in healthcare, with a demonstrated history of working in health policy and innovation, as well as within hospital and healthcare systems.

He currently serves as the Medical Director for Covered California, the health benefits exchange for the state of California. In this role, he oversees the clinical unit that acts as a technical advisor on medical policy and standards issues for health plan contracting; directs the medical, behavioral health, and clinical programs on quality and effective care delivery for insurance services; and drives continuous improvements.

In addition, he leads clinical informatics work, which uses health plan data to provide actionable information supporting operations and policy to improve care, lower costs, and enhance consumer health. He sits on the Board of Directors for Cal Hospital Compare and Technical Expert Panels (TEPs) for the Centers for Medicare & Medicaid Services (CMS). He held prior roles as the Patient Safety Officer for Sutter Valley Medical Foundation and Medical Consultant for the California Department of Health Care Services. Dr. Amarnath currently serves on the National Quality Forum (NQF) Surgery Standing Committee and previously served a term on the NQF Leadership Consortium.

William Golden, MD, MACP

Medical Director of Arkansas Medicaid

Medical Director of Arkansas Office of Health Information Technology

Professor of Medicine and Public Health, University of Arkansas for Medical Sciences

Little Rock, Arkansas

William E. Golden, is a Professor of Medicine and Public Health at the University of Arkansas for Medical Sciences and is currently the Medical Director of Arkansas Office of Health Information Technology as well as Arkansas Medicaid. Since 1992, he has designed numerous statewide quality improvement and medical home efforts for Arkansas Medicare and Medicaid.

William has served on NQF's Board of Directors and on numerous NQF Committees, some of which he chaired, which examined measures for endocrine, pulmonary, mental health, and asthma care, as well as measures of resource use. He has served on numerous national governance boards, including the Health Care Payment Learning & Action Network (HCP-LAN), the American College of Physicians (ACP), the Physician Consortium for Performance Improvement (PCPI), and the American Health Quality Association (AHQA).

David Shahian, MD

Professor of Surgery, Harvard Medical School

Vice President, Center for Quality and Safety, Massachusetts General Hospital

Cambridge, Massachusetts

David Shahian is a Professor of Surgery at Harvard Medical School, Vice President of the Massachusetts General Hospital (MGH) Center for Quality and Safety, and Associate Director of the MGH Codman Center for Clinical Effectiveness in Surgery. A graduate of Harvard College and Harvard Medical School, David is a cardiothoracic surgeon who chaired the Department of Thoracic and Cardiovascular Surgery at the Lahey Hospital & Medical Center (formerly the Lahey Clinic) in Burlington, Massachusetts for nearly two decades.

In addition to his clinical career, David has long been involved in health policy issues, particularly in performance measurement and public reporting. As the former Chair of the Society of Thoracic Surgeons (STS) Workforce on National Databases and current Chair of the STS Workforce on Quality and Quality Measurement Task Force, he has led the development of dozens of risk models and performance measures in cardiothoracic surgery, including 33 NQF-endorsed measures. He has also been a leader in STS' voluntary public reporting initiatives and served as Chair of the state commission that developed and implemented the mandatory Massachusetts report card for cardiac surgery.

David served two terms on the NQF's Board of Directors and was Chair of the NQF Evidence Task Force. He also served as a member of the TEP for NQF's Cardiac Surgery Project, the Steering Committee for NQF's Composite Evaluation Framework and Composite Measures Project, and most recently the NQF Risk Adjustment Guidance TEP. Dr. Shahian is the Deputy Editor of the Annals of Thoracic Surgery and the author of 330 peer-reviewed publications and numerous book chapters.

Appeals Board Alternates

Appeals Board Alternates will serve on the Appeals Board in the event that an Appeals Board member has a conflict of interest with a measure under appeal review, or if an Appeals Board member is unable to attend the Appeals Board meeting.

Thomas Kottke, MD, MSPH

Medical Director, Well-Being, HealthPartners
Minneapolis, Minnesota

Thomas E. Kottke is the Medical Director for Well-Being at HealthPartners, a Professor of Medicine at the University of Minnesota, and a Health Services Researcher at the HealthPartners Institute in Minneapolis, Minnesota. Dr. Kottke obtained his MD degree from the University of Minnesota and trained in internal medicine at the Royal Victoria Hospital in Montreal, Quebec, Canada and at North Carolina Memorial Hospital in Chapel Hill. He received an MSPH from the University of North Carolina, Chapel Hill where he was also a Robert Wood Johnson Clinical Scholar. Dr. Kottke is board certified in internal medicine and the treatment of cardiovascular diseases.

Dr. Kottke has been involved with NQF for over a decade, including past service as a Co-Chair of the Consensus Standards Approval Committee (CSAC) and a member of the Board of Directors. He currently serves as Co-Chair of the NQF Cardiovascular Standing Committee.

Kristine Martin-Anderson, MPH

Executive Vice President, Booz Allen Hamilton
Rockville, Maryland

Kristine Martin-Anderson is the President of Booz Allen Hamilton's Civilian Sector. She is a recognized leader in healthcare quality, federal policy, and information technology (IT) with extensive experience in implementing new government programs. Ms. Anderson previously led Booz Allen's work in healthcare. Before joining Booz Allen, she was the Vice President for Operations and Strategy at CareScience, a software solutions company that she helped launch and take public. CareScience created the nation's first web-based clinical performance improvement software and the nation's first health information exchange (HIE). Ms. Anderson holds an MBA from The Wharton School and a BA from the University of Pennsylvania. Since its inception, Kristine has been involved with NQF and currently serves as Co-Chair of the NQF Cost and Efficiency Standing Committee.