



## All-Cause Admissions and Readmissions Committee Measure Endorsement Project

### COMMITTEE CO-CHAIRS

#### **John Bulger, DO, MBA**

Chief Quality Officer, Geisinger Health System  
Danville, Pennsylvania

John B. Bulger has been the Chief Quality Officer for the Geisinger Health System since 2011. In this role he leads Geisinger's Division of Quality and Safety and is responsible for leading and disseminating Geisinger Quality. Dr. Bulger served until the spring of 2012 as Director of Geisinger's Hospital Medicine Service Line. He founded Geisinger Medical Center's hospitalist model in 1999 and lead the program's development to include six hospitals and over 100 physicians and advanced practitioners. Dr. Bulger serves on regional and national groups aimed at improving quality of care including the Pennsylvania Patient Safety Authority, the AHRQ's standing workgroup on evaluation of its Quality Indicators™ and leading the Society of Hospital Medicine's participation in the American Board of Internal Medicine Foundation's Choosing Wisely Campaign®.

#### **Cristie Travis, MSHHA**

Chief Executive Officer, Memphis Business Group on Health  
Memphis, Tennessee

Cristie Upshaw Travis is CEO of MBGH, a business coalition with employer members providing health care benefits to approximately 350,000+ residents of the Mid-South and Tennessee. She is former Chair of the Board of the National Business Coalition on Health and The Leapfrog Group, where she is currently Vice Chair and serves on the Purchaser Advisory Committee for NCQA. She is Vice Chair of NQF's CSAC and serves on several other NQF committees and workgroups. Travis is a member of the Board of Trustees for Southern College of Optometry and has served in leadership positions for regional health-related non-profits including the Healthy Memphis Common Table, Healthy Shelby, Healthier Tennessee and advisory councils for the University of Memphis. She has her Master of Science in Hospital and Health Administration from the University of Alabama at Birmingham.

### STANDING COMMITTEE MEMBERS

#### **Katherine Auger, MD, MSc**

Assistant Professor of Pediatrics; Cincinnati Children's Hospital Medical Center

Cincinnati, Ohio

Katherine Auger is a pediatric hospitalist and health services researcher. Dr. Auger completed her pediatric training, chief residency, and pediatric hospital medicine fellowship at Cincinnati Children's Hospital. I also completed a master's degree in Health and Healthcare Research as part of the Robert Wood Johnson Foundation clinical scholars program. My research focus is in factors that contribute to pediatric inpatient utilization, in particular readmission. I am currently on faculty at Cincinnati Children's Hospital in the Division of Hospital Medicine and in the James M. Anderson Center for Health Systems Excellence.

**Frank Briggs, PharmD, MPH**

Vice President, Quality and Patient Safety, West Virginia University Healthcare  
Morgantown, West Virginia

Frank Briggs is currently Vice President of Quality at WVU Healthcare. I completed my Bachelors and Doctor of Pharmacy at Massachusetts College of Pharmacy and three years of residency training in pharmacy and administration at The Johns Hopkins Hospital while earning my Master of Public Health and Certificate in Healthcare Finance and Administration from The Johns Hopkins University Bloomberg School of Public Health. I have responsibility for quality, safety (patient/employee), patient satisfaction, care management (utilization and discharge planning), and performance improvement. I have published on quality and currently serve on the CMS Technical Expert Panel for the development of quality measures.

**Jo Ann Brooks, PhD, RN**

Vice President of Safety and Quality, Indiana University Health System  
Indianapolis, Indiana

Jo Ann Brooks PhD, RN serves as System Vice President for Quality and Safety at Indiana University Health, an 18 hospital system with corporate offices located in Indianapolis. She has been at IU Health for ten years and for the first five years was Vice President of Quality and Safety for the Academic Health Center. This position is responsible for aligning quality and safety programs not only for the hospitals but also the IU Health Physician group and the IU Health Plan. She is active nationally in professional organizations and has previously served two year on the NQF Readmissions Steering Committee.

**Mae Centeno, DNP, RN, CCRN, CCNS, ACNS-BC**

Director Chronic Disease Care, Baylor Health Care System  
Dallas, Texas

Mae Centeno has 25+ years of professional nursing experience. After earning her Master's in Science in 2003 from Texas Woman's University, she began her career as an Advanced Practice Registered Nurse for vulnerable patients with chronic heart failure. In this role, she collaborated with various physicians and ancillary leaders to improve care delivery and access for patients to reduce readmission rates. A few years later, the focus expanded to include pulmonary hypertension and interstitial lung disease. A year after completing her Doctorate in Nursing

Practice from Texas Christian University in 2010, she assumed the Corporate Director for Chronic Care Continuum for the Baylor Health Care System. Her responsibilities include improving the care of patients with chronic illness across the care continuum and reducing readmission rates.

#### **Helen Chen, MD**

Chief Medical Officer, Hebrew SeniorLife  
Boston, Massachusetts

Helen Chen completed her internal medicine residency and geriatric medicine fellowship at University of California, San Francisco where she was the Director of Geriatrics and Extended Care for the San Francisco VA Medical Center/UCSF. She was also the Chief Medical Officer for the Center for Elders' Independence, a PACE program, where she was responsible for quality improvement and reducing admissions and readmission rates. Dr. Chen is currently the CMO of Hebrew SeniorLife, a Harvard Medical School affiliate and multi-campus senior housing and healthcare organization that provides care across the continuum, including post-acute skilled nursing and long term care. Her responsibilities include improving clinical quality, utilization, and care coordination.

#### **Susan Craft, RN**

Director, Care Coordination Initiatives - Office of Clinical Quality & Safety, Henry Ford Health System  
Detroit, Michigan

Susan Craft, RN is the Director of Care Coordination for Henry Ford Health System. Sue has held several leadership positions, and in her current role, has led many system-wide initiatives focusing on care transitions resulting in improvement in hospital readmissions. She has worked extensively with analytics to develop the system readmission dashboard. She is the co-creator of the Tri-County Skilled Nursing Collaborative bringing together three health systems, the state QIO, and 130 SNFs to standardize metrics and reporting, identify opportunities, and create and implement interventions. She has multiple achievements and awards, and most recently has been appointed to a state-wide clinical transformation committee.

#### **William Wesley Fields, MD, FACEP**

Assistant Clinical Professor, UC Irvine Medical Center; Board of Directors, CEP America  
Laguna Niguel, California

William Wesley "Wes" Fields is the Founding Chair of the Emergency Medicine Action Fund (EMAF), which pursues an agenda that supports quality and value in emergency care. He is also Assistant Clinical Professor of the Department of Emergency Medicine at the University of California at Irvine Medical Center and the longest-serving board member and past Chairman of the Board of CEP America, the largest acute care partnership in the United States, with 2,000 emergency clinicians, in more than 100 service locations in urban, rural, and community hospitals and ambulatory urgent care clinics in nine states. His role with CEP America offers him a truly unique perspective of the many important factors that impact admissions and readmissions for a variety of conditions in the numerous communities that CEP serves. Dr. Fields is the most recent winner of the 2013 Colin C. Rorrie Award for Excellence in Health Policy for his significant

achievements and outstanding contributions in health policy. Dr. Fields has been an active Fellow of ACEP since 1986 and chaired several important efforts including ACEP's Safety Net Task Force (1998-1999), Managed Care Section 1995-1997, and served as President of the California Chapter of ACEP 2003-2004.

#### **Steven Fishbane, MD**

Chief Division of Kidney Diseases and Hypertension/Vice President, North Shore-LIJ Health System for Network Dialysis Services /Director of Clinical Research  
Commack, New York

Steven Fishbane is Chief Division of Kidney Diseases and Hypertension, North Shore University Hospital, Vice President, North Shore-LIJ Health System, and Director of Clinical Research, North Shore-LIJ Department of Medicine. He also serves as Professor of Medicine Hofstra North Shore-LIJ School of Medicine. As Chairman, Quality Monitoring Council, Long Island Health Network, he reviewed 10-hospital network data comparing disease severity adjusted measures of quality and efficiency of care. The LIHN QMC has driven substantial improvements in measures of quality, efficiency, and patient safety. Dr. Fishbane serves on the Editorial Board for multiple scientific journals.

#### **Paula Minton Foltz, RN, MSN**

Assistant Administrator, Patient Care Services; Associate Director, Patient Safety and Quality Operations Assistant Administrator  
Seattle, Washington

Harborview Medical Center is one of 8 entities in the UW Medicine System for Health. In the past 3 years, Paula Minton-Foltz has been a leader at the UW Medicine level in patient readmissions. She is the executive sponsor of Harborview's IHI STAAR (State Action on Avoidable Readmission) initiative. WA State was one of the original 3 state pilots, and Harborview was in the original facility selection. In that capacity, she partnered with IHI, other members on the initiative, and WA State's Hospital Association to identify at-risk populations and provide a system approach to seamless transitions.

#### **Brian Foy, MHA**

Vice President, Product Development, Q-Centrix, LLC  
Chicago, Illinois

Brian's expertise stems from spending nearly 15 years in healthcare analytics and quality data. His current role is vice president of product development at Q-Centrix, a company dedicated to improving patient safety. At TransUnion Healthcare and later, at Altegra Health, Brian led a Healthcare Analytics application while overseeing the addition of key quality reporting and care management features. At Blue Cross Blue Shield of Illinois (HCSC), Brian oversaw the implementation of a care and condition management reporting system. He holds a master's degree in Health Services Administration from Xavier University.

#### **Laurent Glance, MD**

Vice-Chair for Research, University of Rochester School of Medicine

Rochester, New York

Laurent Glance is a Professor (with tenure) and the Vice-Chair for Research in the Department of Anesthesiology at the University Of Rochester School Of Medicine. I have an adjunct appointment as a Senior Scientist at RAND Health. I obtained my M.D. at Cornell and undergraduate degree at Dartmouth. I am a cardiac anesthesiologist, trained at New York-Presbyterian Hospital (Cornell) for residency and Memorial Sloan-Kettering for critical care medicine. My research has been funded by AHRQ, and has focused on quality measurement and risk-adjustment.

### **Anthony Grigonis, PhD**

Vice President, Quality Improvement, Select Medical  
Mechanicsburg, Pennsylvania

Tony Grigonis is Vice President for Quality Improvement at Select Medical, a multi-hospital, outpatient and contract therapy corporation. He has established quality and risk indicator monitoring systems and has conducted research to develop prospective models for quality improvement in over 100 long term acute care hospitals. Tony was previously a Senior Research Advisor at the Altarum Institute, and prior to that, Executive Vice President and co-founder of Morrison Informatics, Inc., a healthcare consulting company. Prior to the healthcare industry, Tony was an Assistant Professor of Anatomy at Hahnemann University, after obtaining a PhD in Neuroscience from the University of Massachusetts.

### **Bruce Hall, MD, PhD, MBA**

Professor, Surgeon, Washington University; Vice President for Patient Outcomes, BJC Healthcare  
Saint Louis, Missouri

Bruce L Hall is Professor of Surgery and Professor of Healthcare Management at Washington University in Saint Louis. He also serves as a Vice President for BJC Healthcare corporation and Consulting Director of the American College of Surgeons National Surgical Quality Improvement Program (ACS NSQIP). Bruce obtained his degree in Biochemical Sciences, Magna cum Laude, from Princeton University in 1984; a PhD in Immunology from Duke in 1991; his MD from Duke in 1992; and an MBA with honors from Harvard's full-time program in 2000. He trained in general surgery in the Harvard Program at the Brigham and Women's Hospital from 1992 to 1997, and remained on Harvard Medical School's surgical faculty from 1997 to 2000. In 2000, he joined the Department of Surgery and Olin Business School at Washington University in Saint Louis and Barnes-Jewish Hospital. Dr. Hall's areas of expertise include performance measurement, quality improvement, insurance theory, and alternative payment models. He is the Consulting Director of the ACS NSQIP, and has served the program since its origination in the private sector in 2001. He has also served as an ACS liaison to the National Quality Forum, the Centers for Medicare and Medicaid Services, the Centers for Disease Control, and the Joint Commission. He has written and lectured extensively on the challenges of performance measurement and quality improvement, as well as related health care policy issues.

### **Leslie Kelly Hall**

SVP Policy, Healthwise

Boise, Idaho

Leslie Hall is widely recognized as a leader in health care information technology. As a health system Chief Information Officer her achievements in the provider market have made a significant impact on patients and physicians and on the health care system in the state of Idaho. In 1996, she created Idaho's first physician portal and in 2003 Idaho's first patient portal. And Hall was the driving force behind the development of the Idaho Health Data Exchange. In 2004 her efforts were recognized by Business Week as one of the top 50 Web Smart leaders in the country. Hall's efforts in policy include appointment by HHS Secretary Sebelius to the Health Information Technology Committee, where her efforts have expanded to: Chair, Patient Engagement Power Team, member Meaningful Use Power Team; Patient Engagement Meaningful Use Sub-team, Care Coordination Meaningful Use Sub-team, Privacy and Security, and recently she was part of the Patient Access Summit at the White House.

**Paul Heidenreich, MD, MS, FACC, FAHA**

Professor and Vice-Chair for Clinical, Quality, and Analytics, Stanford University School of Medicine, and VA Palo Alto Health Care System  
Palo Alto, California

Paul Heidenreich is Professor of Medicine and Health Research and Policy at the Stanford University School of Medicine. He also serves as a Vice-Chair for Clinical, Quality and Analytics in the Department of Medicine. He is a practicing non-invasive cardiologist and active clinical researcher. He has an extensive background in outcomes and health services research in the areas of technology assessment including use of screening with diagnostic tests, quality improvement, and economic analyses. He currently serves as Chair of the American College of Cardiology and American Heart Association's Task Force on Performance Measurement.

**Karen Joynt Maddox, MD, MPH**

Assistant Professor, Washington University School of Medicine  
Assistant Professor, Washington University Brown School of Social Work  
St. Louis, Missouri

Karen E. Joynt Maddox is Assistant Professor at Washington University's School of Medicine and Brown School of Social Work. Dr. Joynt Maddox is a health services and health policy researcher whose specific research interests include: 1) Improving the measurement of the quality and efficiency of hospitals and health systems; 2) Understanding the impact of policy interventions on health care, with a focus on pay-for-performance, penalties-for-performance, and public reporting; and 3) Reducing disparities in care, with a focus on the performance of providers that serve vulnerable populations.

**Sherrie Kaplan, PhD**

Professor of Medicine, UC Irvine School of Medicine  
Irvine, California

Sherrie Kaplan came to UCI in 2003 from Tufts University School of Medicine and the Harvard School of Public Health. Her work on the application of psychometric techniques to the

assessment of performance of varying levels of the healthcare system, from healthcare organizations to individual physicians, has made her a national expert on this controversial topic. Dr. Kaplan received her undergraduate, MPH, MSPH and PhD from UCLA, the latter in a joint program between public health and measurement psychology.

#### **Keith Lind, JD, MS, BSN**

Senior Policy Advisor, AARP Public Policy Institute  
Washington, DC

Keith Lind is a Senior Policy Advisor in AARP's Public Policy Institute. Keith provides analysis and advice regarding a variety of health policy issues with particular emphasis on Medicare reform, long term care, home health care, chronic care and rehabilitation therapy issues. His work involves Medicare coverage and reimbursement issues, including prospective payment systems, fee schedules and cost-based reimbursement for hospitals, skilled nursing facilities, home health agencies, physicians, and supplies. He monitors and assesses the implications of legislative and regulatory changes on the Medicare program, its policies and beneficiaries. Before joining AARP, Keith served as professional staff of the Senate Finance Committee under Senator Moynihan, the ranking Democratic Senator from New York, with responsibility for issues related to Medicare, Medicaid, and managed care. Prior to that, he worked for a Member of the House Commerce Health Subcommittee. While serving as a Congressional staff member, he worked closely with Democratic and Republican staff of both Houses of Congress, Congressional and federal agencies, and the White House on major health care legislation. He also served as Special Assistant to the Chief of Staff of the Department of Health and Human Services on policy matters relating to long-term care, managed care, and nursing shortage.

#### **Paulette Niewczyk, PhD, MPH**

Director of Research, Uniform Data System for Medical Rehabilitation  
Amherst, New York

Paulette Niewczyk has worked as a researcher in the medical field for the past 12 years, five of which were in the hospital-setting. I joined the UDSMR team 7 years ago and during my tenure I have been heavily involved in analyzing medical rehabilitation data. In particular, I have been involved in academic collaborations with the aim to identify factors associated with readmission to the acute care setting from inpatient rehabilitation facilities in several impairment groups including stroke and burn injury patients. In addition, I have expertise in creating measurement tools used in rehabilitation field.

#### **Carol Raphael**

Senior Advisor, Manatt Health Solutions  
New York, New York

Carol Raphael served as President and Chief Executive Officer of the Visiting Nurse Service of New York (VNSNY), the largest nonprofit home health agency in the United States from 1989 to 2011. Ms. Raphael expanded the organization's services and launched innovative models of care for complex populations with chronic illness and functional impairments. Prior to joining VNSNY, Ms.



Raphael held executive positions at Mt. Sinai Medical Center and in New York City government. In 2013, Ms. Raphael was appointed by President Obama to the Bipartisan Commission on Long Term Care. In 2012, Ms. Raphael was an Advanced Leadership Fellow at Harvard University. She is Co-Chair of the National Quality Forum MAP Post-Acute/Long Term Care Workgroup and a member of its Committee on All-Cause Readmissions. She is Co-Chair of the West Health Advisory Council on ED to Home-based Healthcare. She is Chair of the Long Term Quality Alliance, a Senior Adviser at Manatt Health Solutions and a Board Member of the New York eHealth Collaborative, a public-private partnership to advance the adoption of health information technology. She served on various commissions including MedPAC, the New York State Hospital Review and Planning Council, several Institute of Medicine Committees and was a member of Governor Cuomo's Medicaid Redesign Team. She is the Chair of the AARP Board and serves on the boards of the Primary Care Development Corporation, the Medicare Rights Center, Pace University, Henry Schein, Inc. and ATE as well as numerous advisory boards. She is a member of the New York City Age-Friendly Commission and edited the book "Home Based Cared for a New Century".

#### **Mathew Reidhead, MA**

Vice President of Research and Analytics, Missouri Hospital Association, Hospital Industry Data Institute  
Jefferson City, Missouri

Mat has worked in health care analytics and research since July of 2006. He is currently the Vice President of Research and Analytics at the Hospital Industry Data Institute, the data company of the Missouri Hospital Association (MHA). In this role, he has specialized in the development of health outcomes modeling, empirical policy support, small-area population health estimation, and risk prediction using multivariate approaches including hierarchical generalized regression and latent variable models. Reidhead also specializes in health policy analysis and prescriptive policy development with empirical support from various data sources. Most recently, Mat's attention in the policy space has centered on support for Medicaid expansion in Missouri with multiple published reports including simulations of cost-shifting that may result under a non-expansion scenario, rural hospital closures and the impact of insurance coverage on population health and productivity. Mat received his Bachelor of Science and Master of Arts, both in Economics from the University of Missouri, St. Louis in May 2006.

#### **Pamela Roberts, PhD, MSHA, ORT/L, SCFES, FAOTA, CPHQ**

Manager for Inpatient Rehabilitation; Quality, Education, and Research; and Neuropsychology, Cedars-Sinai Medical Center  
Los Angeles, California

Pamela Roberts is an occupational therapist and administrator with 30 years of experience in treating patients and measuring quality. Her expertise is widely regarded by her peers as evidenced by her appointment as manager of multiple areas within the Cedars-Sinai Medical Center including inpatient rehabilitation and quality, education research, and neuropsychology in which she is responsible for the coordination of quality management initiatives, performance improvement, and outcomes management. She has also given numerous presentations and has authored nearly 50 publications many of which deal with a variety of topics including measuring readmissions and quality improvement.



**Derek Robinson, MD, MBA, FACEP, CHCQM**

Vice President for Quality and Accreditation, Health Care Service Corporation  
Chicago, Illinois

Derek J. Robinson is Vice President at Health Care Service Corporation (HCSC), where he is charged with leading the company's quality improvement and accreditation strategy. Previously, Dr. Robinson was a member of the executive leadership team at the Illinois Hospital Association (IHA) where he served as Executive Director of the Institute. Under his leadership, The Institute's quality and safety improvement initiatives reduced harm to thousands of patients, avoided millions of dollars in health care costs, and reduced preventable hospital readmissions. Dr. Robinson is the former Chief Medical Officer - Centers for Medicare and Medicaid Services (CMS), Chicago Regional Office.

**Thomas Smith, MD, FAPA**

Medical Director, Division of Managed Care, NYS Office of Mental Health, Special Lecturer,  
Columbia University Medical Center  
New York, New York

Thomas E. Smith is Medical Director, Division of Managed Care, New York State Office of Mental Health (OMH); and Special Lecturer at Columbia University. Dr. Smith directed behavioral health programs for individuals with serious mental illness in community and academic settings prior to joining OMH. He was the OMH Medical Director of the NYC Care Monitoring Initiative from 2009-2011 and Director of Operations for the NYS Phase I Behavioral Health Organizations from 2011-2014. In these roles, Dr. Smith has participated in the development and oversight of policy initiatives aiming to transform NYS public behavioral health services into an integrated, recovery-oriented system of care. Dr. Smith earned his M.D. at Wayne State University School of Medicine in Detroit, Michigan, and completed his residency in the department of psychiatry of the University of Chicago School of Medicine. Dr. Smith is the recipient of numerous awards including the National Alliance for Research on Schizophrenia and Depression (NARSAD) Young Investigator Award, the Jacob and Valeria Langeloth Foundation Award, and the National Institute of Mental Health (NIMH) Academic Career Award. He has conducted foundation and NIMH-funded research on the factors that contribute to recovery and successful independent living for individuals with chronic mental illness.