



## All-Cause Admissions and Readmissions Standing Committee, Spring 2019

### COMMITTEE CO-CHAIRS

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

Chief Medical Officer, Geisinger Health Plan, Chief Medical Officer for Population Health, Geisinger Health  
Danville, Pennsylvania

Dr. Bulger is the Chief Medical Officer of Geisinger Health Plan (GHP) and the Chief Medical Officer for Population Health of Geisinger Health. Geisinger Health has a clinical presence spanning central Pennsylvania and southern New Jersey. GHP serves over 500,000 members throughout central Pennsylvania, New Jersey, Delaware, and Maine. Dr Bulger is tasked with improving the quality of care and adding value for the people and populations that Geisinger serves.

#### **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 healthcare 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 nonprofits 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. She also completed a master's degree in health and healthcare research as part of the Robert Wood Johnson Foundation clinical scholars program. Her research focus is in factors that contribute to pediatric inpatient utilization, in particular, readmission. She is 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.

### **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 10 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 years on the NQF Readmissions Steering Committee.

### **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 multicampus 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.

Dr. Fields’ role with CEP America offers him a truly unique perspective on 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 data from a network of 10-hospital 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.

### **Laurent Glance, MD**

Vice-Chair for Research, Department of Anesthesiology, Professor of Anesthesiology,  
Professor of Public Health Sciences, University of Rochester School of Medicine and Senior  
Scientist, RAND  
Rochester, New York

Laurent Glance is Professor (with tenure) and Vice-Chair for Research in the Department of Anesthesiology at the University of Rochester School of Medicine. Dr. Glance has an adjunct appointment as a Senior Scientist at RAND Health. He obtained his MD at Cornell and undergraduate degree at Dartmouth. Dr Glance is a cardiac anesthesiologist, trained at New York-Presbyterian Hospital (Cornell) for residency and Memorial Sloan-Kettering for critical care medicine. His research has been funded by AHRQ and NIH, 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 multihospital, 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 of Surgery and Professor of Healthcare Management, Washington University in Saint Louis; Vice President and Chief Quality Officer, BJC Healthcare  
Saint Louis, Missouri

Bruce Hall is Professor of Surgery and Professor of Healthcare Management at Washington University in Saint Louis. He also serves as Vice President and Chief Quality Officer for BJC Healthcare across BJC's 15 hospitals, and he is 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.

Dr Hall 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 Prevention, and The Joint Commission. He has written and lectured extensively on the challenges of performance measurement and quality improvement, as well as related healthcare policy issues.

### **Leslie Kelly Hall**

SVP Policy, Healthwise  
Boise, Idaho

Leslie Hall is widely recognized as a leader in healthcare 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 healthcare system in Idaho. In 1996, she created Idaho's first physician portal, and in 2003, Idaho's first patient portal. Hall was the driving force behind the development of the Idaho Health Data Exchange. In 2004 she was 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 Quality, Department of Medicine  
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 Quality in the Department of Medicine. He is a practicing noninvasive 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 previously served 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 a practicing cardiologist and an Assistant Professor at Washington University's School of Medicine and Brown School of Social Work. She 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 healthcare, with a focus on value-based payment and alternative payment models; and (3) Reducing disparities in care, with a focus on the performance of providers that serve vulnerable populations. She served for two years as an Advisor in the Office of the Assistant Secretary for Planning and Evaluation, U.S. Department of Health and Human Services. She is the Associate Editor for Health Policy at the Journal of the American Medical Association, and serves on committees related to payment models and population health for the American College of Cardiology and American Heart Association.

**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 healthcare, 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 healthcare 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. He joined the UDSMR team 7 years ago, and during his tenure he has been heavily involved in analyzing medical rehabilitation data. In particular, he has 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, he has expertise in creating measurement tools used in rehabilitation field.

#### **Carol Raphael, MPA**

Senior Advisor, Manatt Health Solutions  
New York, New York

Carol Raphael served as 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. She was Board Chair of AARP until 2016 when her term concluded.

Currently, she is the chair of the Long Term Quality Alliance and vice-chair of the Commonwealth Care Alliance. She has served on a number of commissions including MedPAC, the Federal Bipartisan Commission on Long Term Care, the NYC Age Friendly Commission, and she was a member of New York State Governor Cuomo's Medicaid Redesign Team. Ms. Raphael was an Advanced Leadership Fellow at Harvard University in 2012 and serves on the T.H. Chan School of Public Health Policy and Management Executive Council. She has been a member of NQF's Measure Applications Partnership (MAP) where she chaired its Post-Acute and Long Term Care Committee for four years and co-chaired its Attribution Committee. She was Chair of the New York eHealth Collaborative until 2015 and remains on its Board as it seeks to implement a statewide standardized platform for the exchange of health information. She is on the boards of the Primary Care Development Corporation, the Scan Foundation, the Medicare Rights Center, Henry Schein and the RAND Health Board of Advisors. She co-edited the book *Home Based Care 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 healthcare 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 nonexpansion 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, FNAP, FACRM**

Director of Academic and Physician Informatics and Professor and Director of Physical Medicine and Rehabilitation, Cedars-Sinai Medical Center  
Los Angeles, California

Pamela Roberts is the Director of Academic and Physician Informatics and Professor and Director of Physical Medicine and Rehabilitation at Cedars-Sinai. Dr. Roberts has previously served in various roles involving operations, quality, education, and research. In these roles she has utilized data models to systematically impact patient care throughout the continuum. She is the co-director of the Division of Informatics in the Department of Biomedical Sciences. In this endeavor, she seeks to advance the development and use of information technology for discovery, education, decision making, research, healthcare delivery, and individual academic growth, as well as to catalyze inquiry and discovery across the Cedars-Sinai Health System.

She also teaches at the University of Southern California and guest lectures at other local universities. She is involved in the American Congress of Rehabilitation Medicine, American Occupational Therapy Association, past chair of the California Hospital Association Center for Medical Rehabilitation Services, and past member of the California Hospital Association Post Acute Care board. Dr. Roberts has served as principal and co-investigator on a variety of research projects and has provided a variety of workshops and consultations on rehabilitation, informatics, and health services research topics regionally, nationally, and internationally. Further, her published research focuses on utilization of large data to influence treatment models and outcomes. Current grant funding is from the National Institute of Standards and Technology (NIST), United States Department of Commerce.

**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 healthcare 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**

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

Dr. Smith is Associate Medical Director, New York State Office of Mental Health (NYS OMH); Co-Director, NYS OMH Center for Behavioral Health Integrated Performance Measurement; and Special Lecturer in the Department of Psychiatry at Columbia University. He oversees clinical and quality aspects of the New York State public mental health system with a focus on improving access to prevention, recovery, and rehabilitation services for persons with serious mental illness (SMI). He has directed NIMH, foundation, and State-supported projects focusing on engagement strategies for high-need persons with SMI; services for persons with first episode psychosis, and inpatient psychiatry discharge planning and care transition practices. Dr. Smith earned his MD at Wayne State University School of Medicine and completed his psychiatry residency at the University of Chicago. He is the recipient of the NARSAD Young Investigator Award, the Jacob and Valeria Langeloth Foundation Award, the NIMH Academic Career Award, and is a Fellow at the American Psychiatric Association.