



# NATIONAL QUALITY FORUM

Driving measurable health  
improvements together

## Final Roster

### All-Cause Admissions and Readmissions Standing Committee - 2022

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#### Committee Chairs

##### **Chloe Slocum, MD, MPH**

Director of Health Policy for the Harvard Medical School Department of Physical Medicine and Rehabilitation and Associate Director of Quality for Spaulding Rehabilitation Network in Boston; Physician, Harvard Medical School  
Charlestown, Massachusetts

Dr. Chloe Slocum currently serves as the Director of Health Policy for the Harvard Medical School Department of Physical Medicine and Rehabilitation and Associate Director of Quality for Spaulding Rehabilitation Network in Boston, MA. Dr. Slocum currently is a practicing spinal cord injury physician whose work spans post-acute care and long-term care settings. As a leader in patient safety and care transitions, Dr. Slocum has worked in collaboration with providers, administrators, and patient advocacy groups at Spaulding Rehabilitation Network and Partners HealthCare on numerous initiatives to reduce avoidable readmissions and enhance transitions of care between care settings.

##### **Amy O'Linn, DO, FHM, FACP**

Physician Lead, Cleveland Clinic Enterprise Readmission Reduction  
Cleveland, Ohio

Dr. Amy O'Linn is the physician lead for readmission reduction for the Cleveland Clinic Enterprise, which comprises 10 hospitals in Ohio and four hospitals in Florida. Dr. O'Linn is also the Regional Hospital Medicine Quality physician lead for five hospitals in the Cleveland Clinic system. Her work was recognized on the August 2019 CMS Webinar on Readmission Reduction, and her team was awarded the Ohio Hospital Association's Ohio Patient Safety Institute Best Practice Award for creating and implementing a Discharge Checklist across the Cleveland Clinic Enterprise.

Dr. O'Linn participates on the Board of Trustees for the Cleveland Clinic's Quality Alliance, a collaborative network of independently employed and Cleveland Clinic-employed providers serving in the Cleveland Clinic Health System. Dr. O'Linn is a Clinical Assistant Professor of Hospital Medicine, Ohio University Heritage College of Osteopathic Medicine and Cleveland Clinic Lerner College of Medicine of Case Western Reserve University. She is a fellow of American College of Physicians and Society of Hospital Medicine.

#### Committee Members

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

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

Dr. John 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.

**Edward Davidson, PharmD, MPH, FASCP**

Partner, Insight Therapeutics  
Norfolk, Virginia

Dr. Edward Davidson is a partner of Insight Therapeutics, a research/patient care consulting firm in Norfolk, Virginia. Since 2006, he has served on the National Transitions of Care Coalition (NTOCC) and was elected to the Board of Directors in 2016. At NTOCC, he was involved in developing web-based evaluation software that uses evidence-based metrics for evaluating transitions from different care settings and for individuals with heart failure. He is a member of the American Medical Directors Association's (AMDA) Transitions of Care Committee and participated in the development of the Transitions of Care in the Long-Term Care Continuum Practice Guideline.

As a founding member of NTOCC, he has used his expertise in geriatrics, transitions, and care coordination of geriatric patients within the post-acute care and long-term care continuum to provide support for improving quality of healthcare and preventing unnecessary exposure of patients to adverse events. Dr. Davidson has an extensive background in driving performance measures for care coordination and improving health outcomes through population health strategies.

**Richard James Dom Dera, MD, FAAFP**

Medical Director, Ohio Family Practice Centers and NewHealth Collaborative  
Akron, Ohio

Dr. James Dom Dera a board-certified family physician and co-owner of Ohio Family Practice Centers in Fairlawn, Ohio where he has pioneered practice transformation, team-based care, and advanced primary care. His practice was the first in its area to achieve National Committee for Quality Assurance (NCQA) Patient-Centered Medical Home (PCMH) recognition. Dr. Dom Dera also serves as the Population Health Medical Director for New Health Collaborative, the accountable care organization (ACO) of Summa Health in Akron. He has assisted over 100 practices with their clinical transformation efforts, leading a team of transformation specialists and engaged practice leaders to improved quality and cost savings. He is active in for Centers for Medicare and Medicaid Services (CMS)/ Center for Medicare & Medicaid Innovation (CMMI)'s Comprehensive Primary Care Plus (CPC+) innovation model and has participated in statewide CPC+ collaboratives, led nationwide CPC+ webinars on risk stratification and other topics, and presented at CPC+ regional and national meetings. He helped design and implement two-step risk stratification and behavioral health integration. He is a frequent speaker at the American Academy of Family Physicians' (AAFP) National Meetings (FMX) and various NCQA events. Dr. Dom Dera earned his medical degree from The Ohio State University College of Medicine and Public Health and completed his residency at Summa Health in Akron, Ohio.

**Victor Ferraris, MD, PhD**

Tyler Gill Professor of Surgery, University of Kentucky  
Lexington, Kentucky

Dr. Vic Ferraris obtained his undergraduate degree from Lafayette College. He entered the U.S. Army in 1965 after earning a doctorate in chemistry at the University of Colorado. He suffered combat wounds in the Vietnam War. He completed his medical degree at Jefferson Medical College and obtained postgraduate training in general surgery, critical care, and cardiothoracic surgery in the United States Army. Dr. Ferraris ultimately took a position at the University of Kentucky, and he currently holds the position of Tyler Gill Professor of Surgery in the Division of Cardiovascular and Thoracic Surgery at the University of Kentucky.

**Lisa Freeman**

Executive Director, Connecticut Center for Patient Safety  
Fairfield, Connecticut

Lisa Freeman is the Executive Director of the Connecticut Center for Patient Safety where she represents the patient voice, making sure that the patient perspective is part of all healthcare conversations in her work with all stakeholders to improve the safety and quality of healthcare. She is an active member in a number of organizations including the National Quality Forum (NQF), the Connecticut Board of Nursing, the New England Quality Innovation Network (QIN)- Quality Improvement Organizations (QIO) Patient and Family Advisory Council (PFAC), and several other PFACs, as well as belonging to state and national patient advocacy organizations. She contributes to work on advanced illness care and shared decision making, and she is quite interested in patient and provider education, patient engagement, and person-centered care. Her work focuses on raising current awareness about patient safety issues, patient engagement, and the need for transparency.

**Kellie Goodson, MS, CPXP**

Director, HIIN and TCPI Delivery, Vizient, Inc.  
Irving, Texas

Kellie Goodson serves as the person and family engagement (PFE) subject matter expert for Vizient. She served in this role for Vizient's Hospital Improvement Innovation Network and Transforming Clinical Practice Initiative—two programs supported by the Centers for Medicare and Medicaid Services. She supports Vizient member health systems across the U.S., educating health care leaders and coaching healthcare professionals to implement effective PFE programs in their organizations. She received her Bachelor of Science from the University of New Hampshire, a Master of Science from Western Governors University and achieved the Certified Patient Experience Professional designation.

**Faith Green, MSN, RN, CPHQ, CPC-A**

Director, Humana  
Louisville, Kentucky

Faith Green has nearly 20 years of established success in the healthcare field, with strong emphasis on quality, education, and process improvement. Over the past few years, she has collaborated with risk management, clinicians, and internal audit teams to identify areas of high risk to patient safety, process inconsistencies, and monitored for compliance to best practices.

Currently, working in Enterprise Clinical Quality, she has collaborated with leaders both internal and external to Humana to improve clinical quality outcomes, identify gaps in care and recommended meaningful measures to various programs. While in the Office of the Chief Medical Officer, she worked with a diverse group of stakeholders to reduce and refine over 1,100 metrics to 208 and steered quality

improvement initiatives. In efforts to share this work with the industry, she coauthored *A Health Plan's Journey to Identifying Meaningful Quality Measures* in the *American Journal of Medical Quality*. She is a Registered Nurse, a Certified Professional in Healthcare Quality, and a Certified Professional Coder. She has a bachelor of science and a master of science in nursing.

#### **Dinesh Kalra, MD**

Director, Rush University  
Chicago, Illinois

Dr. Dinesh Kalra is an attending cardiologist, associate professor, director of advanced cardiac imaging, and director of the Lipid Clinic and the Infiltrative Cardiac Disease Program in the Division of Cardiology at Rush University Medical Center in Chicago, IL. He specializes in cardiac CT and MRI, echocardiography, lipidology, and nuclear cardiology. He is very active in quality improvement, cost containment, and studying efficiencies, care models, and outcomes using evidence-based pathways to improve care and reduce disparities.

#### **Michelle Lin, MD, MPH, MS**

Assistant Professor, Attending Physician Emergency Medicine, Icahn School of Medicine at Mount Sinai  
New York, New York

Dr. Michelle Lin is an emergency physician and health services researcher whose work aims to improve the quality, equity, and patient-centeredness of acute unscheduled care. She co-chairs the Measure Development subcommittee for the American College of Emergency Physicians and is Chair-Elect of the Clinical Emergency Data Registry Committee, the largest qualified clinical data registry in emergency medicine. Her research has been funded by the National Heart, Lung, and Blood Institute /National Institutes of Health, Emergency Medicine Foundation, and American Board of Medical Specialties. Dr. Lin completed fellowship in health policy research at Brigham and Women's Hospital and a master's in clinical epidemiology at the Harvard School of Public Health.

#### **Dheeraj Mahajan, MD, MBA, MPH, FACP**

CEO, Chicago Internal Medicine Practice and Research (CIMPAR, SC)  
Columbia, Maryland

Dr. Dheeraj Mahajan is founder, president, and CEO of Chicago Internal Medicine Practice and Research (CIMPAR, SC) and leads its affiliated group of companies. Dr. Mahajan is the clinical associate professor of medicine at the University of Illinois at Chicago, Clinical Instructor at Rosalind Franklin University of Medicine and Science, and is also an attending physician in the Loyola University-affiliated geriatrics fellowship program at Hines Veterans Affairs Hospital. He is the section chief of geriatrics at Illinois Masonic Medical Center. He is a Fellow of American College of Physicians and board certified in Internal Medicine and Geriatric Medicine.

Additionally, Dr. Mahajan is a certified medical director, a certified physician advisor in utilization review and healthcare quality management and is certified in infection control and epidemiology. He is a nationally recognized subject matter expert and speaker on physician alternate payment models, clinical documentation integrity, denial management, interoperability, quality measurement in post-acute and long-term care (PALTC), and transitional care quality improvement. Dr. Mahajan serves on several technical expert panels (TEP) for Centers for Medicare and Medicaid Services (CMS) and National Quality Forum (NQF). Dr. Mahajan received his MBA with concentration in entrepreneurship and MPH in health

policy administration from University of Illinois at Chicago. His areas of interest in research include antimicrobial stewardship, quality measures, health information exchange and interoperability.

**Kenneth McConnochie, MD, MPH**

Professor of Pediatrics, University of Rochester Medical Center  
Rochester, New York

Dr. Kenneth McConnochie is a pediatrician, clinical epidemiologist, and health services innovator. His current position is Professor of Pediatrics at the University of Rochester Medical Center. He completed a residency, general academic fellowship, and MPH degree at the University of Rochester Medical Center. His experience includes positions as Medical Director and family physician at the Lowndes County (Alabama) Health Services Association and Director of Pediatric Ambulatory Programs at Rochester General Hospital. Dr. McConnochie's innovation and research have focused on socioeconomic disparities in childhood morbidity burden; home nursing to replace hospital inpatient care for acute childhood illness; and telemedicine to improve access and reduce both morbidity and economic burden of childhood illness.

**Jack Needleman, PhD, FAAN**

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

Dr. Jack Needleman is a Wasserman professor and chair of the Department of Health Policy and Management at the UCLA Fielding School of Public Health. Prior to coming to University of California, Los Angeles, he was on the faculty of the Harvard School of Public Health. Before that, he was vice president and co-director of the public policy practice at the Lewin Group. Dr. Needleman has a PhD in public policy from Harvard University. He is an elected member of the National Academy of Medicine and an honorary fellow of the American Academy of Nursing.

**Zeyno Nixon, PhD, MPH**

Senior Epidemiologist, Washington State Health Care Authority  
Olympia, Washington

Dr. Zeyno Nixon has a PhD in sociology from Colorado State University and an MPH from University of Washington. Dr. Nixon has a long career as an epidemiologist in state service. During most of this time, she focused on healthcare system evaluation and performance measurement. Her interest in healthcare delivery and data systems evolved in a specialization around emergency department related measures—i.e., development and validation of Washington's all-cause and avoidable emergency department (ED) measures. Dr. Nixon has extensive experience in healthcare delivery and data systems, with a specialization in measures that address emergency department utilization, both development and validation of Washington's all-cause ED and potentially avoidable ED measures. While at the Washington State Department of Health, she served as principal investigator for health research activities for the emergency medical services (EMS) and trauma program. Among other things, she integrated the state trauma registry data with hospitalization and other data sets to look at the continuum of care given to trauma patients and disparities in the EMS and trauma outcomes. Currently at the Washington Health Care Authority, she regularly reviews and validates the ED related information and measures on the Healthier Washington Dashboard.

**Janis Orlowski, MD, MACP**

Chief Health Care Officer, Association of American Medical Colleges  
Washington, District of Columbia

Dr. Janis M. Orlowski is the chief health care officer at the Association of American Medical Colleges where she focuses on the intersection of academic medicine and the healthcare delivery system, helping to lead innovations improving care. In this role, she represents the interests of approximately 400 major teaching hospitals and health systems. Dr. Orlowski previously was COO and CMO of MedStar Washington Hospital Center, where she oversaw the medical staff, clinical care, quality, patient safety, medical risk, perioperative services, ambulatory care, and medical education programs. Prior to MedStar, she served as associate vice president and executive dean of the Rush University Medical School.

**Sonya Pease, MD, MBA**

Chief Quality, Safety, Patient Experience Officer, Cleveland Clinic Florida  
Weston, Florida

Dr. Sonya Pease is an anesthesiologist who has dedicated her career to quality improvement, care coordination and population health strategies. She has extensive expertise in performance measure development (Merit-based Incentive Payment System, Qualified Clinical Data Registry, Clinically Integrated Network, Accountable Care Organization) from leadership roles in private practice, national professional societies, national multispecialty physician practice groups and large academic practice. Dr. Pease is a patient and community advocate, responsible for all areas of inpatient and outpatient quality, patient workgroups, bioethics, and spiritual care services to ensure patient centered high-quality value-based care.

**Gaither Pennington, RN, BSN**

Product Owner, Bravado Health  
West Palm Beach, Texas

Gaither Pennington is a registered nurse with over 25 years of experience developing and using quality measures. He led the development and validation of Bravado Health's Adverse Impact Score. Prior to that, he analyzed measures used in federal quality reporting and value-based purchasing programs to ensure compliance of Press Ganey products with applicable changes. He also was responsible for the development and validation of Press Ganey's Value-Based Purchasing (VBP) Calculator. Mr. Pennington served as the statistical lead and clinical liaison for the Maryland Hospital Association's Quality Indicator product. He was responsible for training on the application and use of performance measures.

**Rebecca Perez, MSN, RN, CCM**

Sr. Manager of Education and Strategic Partnerships, Case Management Society of America  
Brentwood, Tennessee

Rebecca Perez has a master's degree in nursing with specialization in care coordination. She is a member of the Gamma Omega Chapter of Sigma Theta Tau and a certified case manager with extensive clinical and case management experience. She has been involved with the Case Management Society of America since 1997, holding both local and national leadership positions and honored with the 2013 National CMSA Case Manager of the Year award. She is a published author and a master trainer for the

program. She recently moved into the position of senior manager of education and strategic partnerships for Parthenon Management Group (PMG).

**Sheila Roman, MD, MPH**

Independent Healthcare Consultant

Associate Professor of Medicine, Part-time, Johns Hopkins Medical Institutions  
Baltimore, Maryland

Dr. Sheila Roman is currently an independent healthcare consultant in quality measurement and improvement, patient safety, and healthcare transformation. She is a former Senior Medical Officer for CMS where she was the Clinical Lead on the public reporting of process and outcomes measures (including readmission and mortality measures) on the Hospital Compare Website; she also worked with Agency for Healthcare Research and Quality on the Patient Safety Indicators, and then on the CMS VBP programs for hospitals and physicians. She is an endocrinologist with a special interest in diabetes and teaches clinical endocrinology to the Johns Hopkins Medical Interns. She has spent 20+ years caring for socioeconomically challenged ethnic/racial minority patients with complex chronic diseases in New York City and Baltimore.

**Teri Sholder, RN, BSN, MHA, CPHQ, CPC**

Senior Vice President/Chief Quality Officer, BayCare Health System  
Clearwater, Florida

Teri Sholder has deep expertise in quality strategic planning, performance improvement, regulatory compliance, and utilization management. She leads BayCare's quality, safety, and performance improvement strategy; her work has resulted in significant, sustained improvements in quality outcomes. Previously, she was Chief Quality Officer for Kettering Health Network, leading groundbreaking work on system alignment in quality, safety, and care coordination, resulting in national quality awards. Ms. Sholder holds an MA in health care administration and a bachelor of science in nursing. She is a Certified Professional Coder and a Certified Professional in Health Care Quality.

She is a seasoned healthcare executive with extensive experience driving person-centered, sustained quality improvements across healthcare providers and settings. Since joining BayCare Health System in 2016, Ms. Sholder has led their strategic vision for clinical excellence and the pursuit of value-driven care. In March 2019, IBM Watson named three of BayCare hospitals as 100 Top Hospital winners, with three other hospitals above the national top quartile and one hospital increasing in national rank from the 11th to the 43rd percentile in a single year.

**Lalita Thompson, MSN, RN, CRRN**

Baclofen Pump Program Coordinator, TIRR Memorial Hermann  
Houston, Texas

Lalita Thompson is The Institute for Rehabilitation and Research Memorial Hermann Baclofen Pump Program's coordinator accountable for leadership, education, and clinical support. She has 35 years of clinical experience, caring for patients across the lifespan, from pediatric to geriatric, in acute care and post-acute care settings. She has spent the last 25 years in rehabilitation nursing in acute inpatient rehabilitation hospital, hospital-based outpatient clinic, and ambulatory procedures. Her expertise includes cardiovascular, spinal cord injury, traumatic brain injury, stroke, cerebral palsy, multiple sclerosis, and home health. She is a strong patient advocate focused on meeting the needs of the



underserved disability community through education and volunteer services.

**Cristie Travis, MSHHA**

Chief Executive Officer, Memphis Business Group on Health (MBGH)  
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 the 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. Ms. 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.

**Milli West, MBA, CPHQ**

Quality System Director, Patient Experience, Intermountain Healthcare  
Salt Lake City, Utah

Dr. Milli West is a quality system director within Intermountain Healthcare's Office of Patient Experience. She leads Intermountain's quality teams supporting regulatory readiness and clinical effectiveness across 23 hospitals, homecare, surgical centers, clinics, and urgent care centers in Utah, Idaho, and Nevada. Dr. West has 20 years' experience, including three years in clinical care and 17 years in safety and high reliability science, outcomes measure development, analysis and improvement, public reporting, infection prevention, regulatory affairs, experience of care, and change management. She leads initiatives to reduce mortality, readmissions, avoidable complications, and costs. She is currently developing healthcare equity measures to highlight cross-continuum opportunities.