



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

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### Committee 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.

### Committee Members

#### **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. He completed his bachelor 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 his master of public health and certificate in healthcare finance and administration from The Johns Hopkins University Bloomberg School of Public Health. He has responsibility for quality, safety (patient/employee), patient satisfaction, care management (utilization and discharge planning), and performance improvement. He has published on quality and currently serves on the CMS Technical Expert Panel for the development of quality measures.

**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 position of 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 admission 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.

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

Partner, Insight Therapeutics  
Norfolk, Virginia

Dr. 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 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

James Dom Dera, MD, FAAFP is 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 CMS/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 AAFP's 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.

**Paula Minton Foltz, RN, MSN**

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

Harborview Medical Center is one of eight entities in the UW Medicine System for Health. In the past three 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. Washington State was one of the original three state pilots, and Harborview was in the original facility selection. In that capacity, she partnered with IHI, other members on the initiative, and Washington 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.

**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 NQF, the Connecticut Board of Nursing, the New England QIN-QIO Patient and Family Advisory Council, 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.

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

Director, Humana  
Louisville, Kentucky

Faith Green has over 18 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 to identify areas of high risk to patient safety, process inconsistencies, and monitored for compliance to best practices.

Currently, working in the Office of the Chief Medical Officer, she has collaborated with leaders to improve clinical quality outcomes by reducing and refining over 1,100 metrics to 208 and steered quality improvement initiatives. In efforts to share this work with the industry, she recently 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 in nursing and a master of science in nursing.

**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; and Care Coordination Meaningful Use Sub-team, Privacy and Security. She was recently part of the Patient Access Summit at the White House.

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

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

Dr. 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 NHLBI/NIH, 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, CIC, CMD**

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

Dr. Mahajan is 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 and is also attending physician in the Loyola University affiliated geriatrics fellowship program at Hines VA hospital. 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.

**Kenneth McConnochie, MD, MPH**

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

Dr. McConnochie is a pediatrician, clinical epidemiologist, and health services innovator. His current position is Professor of Pediatrics, 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, Lowndes County (Alabama) Health Services Association and Director of Pediatric Ambulatory Programs, 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.

**Zeyno Nixon, PhD, MPH**

Senior Epidemiologist, Washington State Health Care Authority  
Olympia, Washington

Zeyno Nixon has a PhD in sociology from Colorado State University and an MPH from University of Washington. Zeyno 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 ED measures. Zeyno 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 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.

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

Physician Lead, Cleveland Clinic Enterprise Readmission Reduction  
Cleveland, Ohio

Dr. O'Linn is the physician lead for readmission reduction for the Cleveland Clinic Enterprise which comprises 10 hospitals in Ohio, four hospitals in Florida, with thus almost 200,000 hospital inpatient discharges annually. 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.

Previously site director for her 14 FTE hospitalist program at Cleveland Clinic Fairview Hospital, Dr. O'Linn is the Regional Hospital Medicine Quality physician lead for five hospitals in the Cleveland Clinic system. 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 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. She has worked as a hospitalist physician since 2008 after completing internal medicine residency at Cleveland Clinic Main Campus.

**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 VBP Calculator. Gaither 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.

**Carole Pulaski, MSA, BSN, CPHQ**

Sr Director Quality Accreditation, Centene  
St Louis, Missouri

Carole is a leader and expert in healthcare quality and has progressed across numerous large healthcare organizations to help further the work being done to achieve quality outcomes for those accessing healthcare services. She continues to work extensively to help drive improved outcomes with a focus on leveraging historical knowledge combined with the current healthcare environment and changing population needs.

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

Executive Director Chief Medical Officer Office and Professor and Executive Director of Physical Medicine and Rehabilitation, Cedars-Sinai Medical Center  
Los Angeles, California

Pamela Roberts is the Executive Director Chief Medical Officer Office and Professor and Executive Director of Physical Medicine and Rehabilitation at Cedars-Sinai. Dr. Roberts has previously served in various roles involving operations, quality, education, informatics, 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 and Co-Director Clinical Informatics Fellowship. 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.

**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 the 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 AHRQ 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 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, Teri 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. Teri holds an MA in health care administration and a bachelor of science in nursing. Teri is a Certified Professional Coder and a Certified Professional in Health Care Quality.

Teri is a seasoned healthcare executive with extensive experience driving person-centered, sustained quality improvements across healthcare providers and settings. She is a strategic thinker and visionary with profound operational insight in aligning tactical objectives with organizational goals for quality, safety, and clinical effectiveness. Since joining BayCare Health System in 2016, Teri has led our strategic vision for clinical excellence and the pursuit of value-driven care. In March, 2019, IBM Watson named three of our 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.



**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 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 is a practicing rehabilitation physician with expertise in spinal cord injury whose work spans post-acute 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.

Dr. Slocum currently is a practicing spinal cord injury physician whose work spans post-acute care and long-term care settings. Dr Slocum has worked together with provider groups, health system administrators, and patient advocacy groups in the past on initiatives related to transitions of care for individuals with spinal cord injury and mobility impairment during transitions from acute hospitals to post-acute facilities and from post-acute facilities to the community upon discharge. Dr Slocum serves as a health policy expert on post-acute care and payment reform for our department and several affiliates within Partners HealthCare and has previously worked as a clinical consultant where she successfully moderated stakeholder convenings of clinical subcommittees tasked with providing input on provider performance metrics in contemporary value-based payment programs.

**Anthony White**

Patients Partnering with Health Systems  
Redondo Beach, California

Anthony is surviving stage 4 head and neck cancer. Anthony currently serves as CXO at Patients Partnering with Health Systems and proudly partners with noted organizations as an inspirational and informational guest speaker, championing patient- and family-centered care and safety. He is an active member of the IHI, VHA Inc, AHA-HPOE, PFCC Partners, Planetree Intl. Anthony served as the founding Patient/Family Advisor and chaired the Patient/Family Advisory Committee (PFAC) at Torrance Memorial Medical Center and currently chairs the PFAC for the Los Angeles Department of Health Services, Harbor-UCLA Medical Center, pro bono.