



Brent Asplin, MD, MPH (Co-Chair)

Chief Clinical Officer, Catholic Health Partners

Brent R. Asplin, MD, MPH, in November 2013 became Chief Clinical Officer (CCO) for Catholic Health Partners (CHP), a new leadership role for Ohio's largest health system. Dr. Asplin provides system-wide strategic leadership for the organization's physician network and clinical imperatives. His areas of focus are physician integration, clinically integrated networks, population health management, and CHP's quality and clinical transformation function. Dr. Asplin came to CHP from Fairview Health Services, a \$3.3-billion, eight-hospital system in Minneapolis, where he was the organization's President and Chief Clinical Officer and President of Fairview Medical Group, a multi-specialty group with more than 550 physicians. Before joining Fairview in 2011, he was chair of the department of emergency medicine at Mayo Clinic. Dr. Asplin's career also includes serving as a clinical leader with Regions Hospital and HealthPartners in St. Paul and serving on the Committee on the Future of Emergency Care in the U.S. Health System with the Institute of Medicine in Washington, D.C.

Lisa Latts, MD, MSPH, MBA, FACP (Co-Chair)

Consultant, LML Health Solutions, LLC

Lisa Latts, MD, MSPH, is a consultant through LML Health Solutions, consulting on health care quality, delivery system reform, and provider/health plan collaboration. Dr. Latts recently left WellPoint after fourteen years, most recently as Vice President, Public Health Policy. In that role, she was responsible for initiatives to measure and improve the health and quality of care for WellPoint's members and communities. She also directed programs to promote health equity, patient safety initiatives, and Strategic Alliances. Dr. Latts lives in Denver, Colorado, where she practices part-time as an internist in the University of Colorado Hospital specializing in Medical Complications of Pregnancy

Ariel Bayewitz, MPH*

Staff Vice President Payment Models, Reporting and Analytics, WellPoint, Inc.

Ariel Bayewitz joined WellPoint, Inc. in 2005 and currently serves as the Staff Vice President of Payment Innovation. In this role he is accountable for developing and operationalizing total value payment models that reward and support improvements in health care quality, patient safety, health outcomes, health status and access while reducing the unnecessary cost and resource use associated with today's fragmented health care system.

Mr. Bayewitz started his professional career as a healthcare analyst; prior to joining the Payment Innovation team, he served as WellPoint's Northeast Director of Contracting Analytics, where he managed the financial modeling for all Hospital, Professional, and Ancillary contracts across four northeast states (CT, ME, NH, NY). Ariel received his MPH from Columbia University and his BA degree from Yeshiva College.

Larry Becker

Director, Strategic Partnerships and Alliances, Xerox Corporation

Lawrence M. Becker is the Director of Human Resources Strategic Partnerships, Alliances and Plan Administrator for Xerox Corporation. Mr. Becker has been in this position since January, 2009. From 2000 until January 2009, he was responsible for the design and implementation of all health and welfare plans as well as defined benefit plans for the company.

Mr. Becker joined Xerox in 1990 and has served in several capacities in the benefits, compensation, technology, and operations arenas. Before joining Xerox, he served as vice president of human resources for Baltimore Bancorp and was responsible for compensation, benefits, training, staffing, and payroll. He also has worked for Formica Corporation, Exxon Corporation, and American Can Company in a variety of benefits, compensation, operations, and industrial relations roles.

Mr. Becker is a member of the Board of Directors and Finance Committee of the National Quality Forum (NQF) as well as the NQF Steering Committee on Measuring Efficiency across Patient-Focused Episodes of Care, a member of the Executive Board of ERIC (ERISA Industry Council) and a member of the leadership team for the Consumer Purchaser Disclosure Project. He holds an appointment by the US General Accounting Office on the Board of Governors of the Patient Centered Research Institute (PCORI). In addition, Mr. Becker is a member of the QASC Expansion Workgroup commissioned by the Secretary of Health and Human Services (HHS) as well as a member of the Vision Workgroup of the Quality Alliance Steering Committee sponsored by HHS. He also serves on the National Business Group on Health Public Policy Committee. In his local community, he is on the Board of Directors of the Greater Rochester Health Information Operation and the Rochester Health Planning Team.

In 1978 Mr. Becker earned a BS degree from Cornell University's Industrial and Labor Relations School.

Mary Ann Clark, MHA

Senior Vice President, Intralign

Mary Ann Clark Senior Vice President of Intralign. She has over 20 years of experience in working with complex healthcare datasets and has authored over forty publications on the economic impact of medical technologies. She provides the vision for Neocure's data analytics product portfolio by leveraging knowledge of healthcare databases, analytic techniques and statistical methods, reimbursement and health economics to enhance current product offerings to medical device manufacturers. She was with Boston Scientific for 8 years as the Director of Health Economics and Reimbursement. Early in her career, she was a member of the Harvard RBRVS Medicare physician payment study.

Cheryl Damberg, PhD

Senior Researcher, RAND Corporation

Cheryl Damberg, PhD, is a Senior Researcher at RAND with more than 25 years of experience in the areas of health economics and quality. She is a recognized national expert in value-based

purchasing, performance measurement including measures of cost-efficiency/resource use, and evaluating alternative payment models. She is PI on a project to provide analytic support to enhance the STAR rating program used to determine quality-based payments for Medicare Advantage plans and an ONC-funded project to identify candidate measures of cost savings and efficiency for possible inclusion in State 3 meaningful use criteria. Previously, she led a project to develop episode of care frameworks. Dr. Damberg holds a Ph.D. in Public Policy and an MPH.

Jennifer Eames Huff, MPH

Director, Pacific Business Group on Health

Jennifer Eames Huff is Director for the Consumer-Purchaser Disclosure Project (CPDP). The CPDP is a group of leading purchaser and consumer organizations improving health care quality and affordability. In that role, Ms. Huff provides advocacy and educational programs on cost and resource use measures. Prior to joining PBGH, Ms. Huff was a Health Economist at Genentech, where she contributed to the development and commercialization of products by overseeing patient reported outcomes and providing economic assessments. Before that, she was a Program Officer at the California HealthCare Foundation, where she managed a portfolio of projects related to patient safety and performance measurement.

Nancy Garrett, PhD

Director, Analytics Center of Excellence, Hennepin County Medical Center

Nancy Garrett, PhD, is currently Director of the Analytics Center of Excellence at Hennepin County Medical Center, a safety net care system. Previously, she consulted on complex methodological issues in shared savings contracts such as risk adjustment at a Pioneer ACO. She also has an extensive payer background, and is co-author of the chapter “Data Analysis and Provider Profiling in Health Plans” in the best-selling textbook *Essentials of Managed Care* (2013).

Nancy served on the Board of Minnesota Community Measurement where she was instrumental in implementing its first cost measure. Nancy has a Ph.D. in Demography from the University of Illinois.

Andrea Gelzer, MD, MS, FACP

Chief Medical Officer, AmeriHealth Mercy Family of Companies

Andrea Gelzer, MD, is the Corporate Chief Medical Officer for the AmeriHealth Mercy Family of Companies responsible for overseeing the medical management strategy, clinical policy, quality management, corporate provider network strategy and medical informatics for all AmeriHealth Mercy health plans.

Dr. Gelzer has devoted her career to promote improvements in the quality, outcomes, and cost-effectiveness of clinical practice for commercial, Medicare, and Medicaid populations. Some successes include lowering emergency room utilization rates among high-risk Medicaid members in southeastern Pennsylvania by 11 percent and decreasing readmission rate by 45 percent for COPD and by 22 percent for CHF diagnosed Medicare patients.

Stanley Hochberg, MD

Senior Vice President for Quality, Safety and Tech, Boston Medical Center

Stanley Hochberg, MD, is Senior Vice President for Quality, Safety and Technology at Boston Medical Center, a 508 bed academic medical center and the largest safety net hospital in New England. He oversees quality and safety management and reporting and has senior responsibility for information technology. Dr. Hochberg is finishing his term as Chairman of the Board of Massachusetts Health Quality Partners, a national leader in public reporting of quality and patient experience data.

Dr. Hochberg also teaches healthcare informatics at Northeastern University and has extensive experience using risk adjustment and episode profiling to help integrated networks better manage care.

Martin Marciniak, MPP, PhD

Vice President, US Health Outcomes, GlaxoSmithKline

Martin Marciniak, MPP, PhD, has professional experience from hospital pharmacist to leading research professionals. He has both developed and refined his ability to thoughtfully examine and synthesize evidence, identify clear and actionable recommendations, and communicate recommendations to diverse audiences. His formal training includes a Ph.D. from the Univ. Cal. at Berkley in Health Services and Policy Analysis (Health Economics), M.P.P. from the JFK School of Government at Harvard University and clinical training in Pharmacy from Purdue University. He currently serves on the MEDCAC for CMS. If selected to serve on this steering committee, he looks forward to helping shape the broader dialog on the intersection of quality measures and economic resources.

Matthew McHugh, PhD, JD, MPH, RN, CRNP, FAAN

Assistant Professor of Nursing, University of Pennsylvania

Matthew D. McHugh, PhD, JD, MPH, CRNP, RN, FAAN is a public health policy researcher. He received his ASN and BSN in nursing from Gwynedd-Mercy College and his MSN as a family nurse practitioner and psychiatric-mental health clinical nurse specialist from the University of Pennsylvania. He also received his PhD in nursing from Penn. After his doctoral work, Dr. McHugh studied in Denmark as a Fulbright scholar with the World Health Dr. McHugh is nursing outcomes and policy researcher. He is a 2011 Robert Wood Johnson Foundation Nurse Faculty Scholar and core faculty member in the Center for Health Outcomes and Policy Research at the University of Pennsylvania School of Nursing. He is also a Fellow in interdisciplinary collaborative research centers at Penn including the Leonard Davis Institute of Health Economics, the Center for Public Health Initiatives, the Institute on Aging, the Institute on Urban Research, and the Population Studies Center. Dr. McHugh is a family nurse practitioner and psychiatric-mental health clinical nurse specialist. He received his PhD in nursing from the University of Pennsylvania, a master of public health degree from the Harvard School of Public Health, and a juris doctor degree from the Northeastern University School of Law. Dr. McHugh was a Fulbright Scholar with the World Health Organization (WHO) Regional Office for Europe in Denmark. He completed a 2-year post-doctoral fellowship in nursing outcomes research at the

University of Pennsylvania.

James Naessens, ScD, MPH

Associate Professor, Mayo Clinic

James M Naessens, ScD, MPH, is an Associate Professor of Health Services Research with 30 years of experience in health services research and associate scientific director of the Value Analysis program at the Center for the Science of Health Care delivery at Mayo Clinic. He received a BS in Zoology and MPH in biostatistics from the University of Michigan and also received a ScD in Health Systems Management from Tulane. Dr. Naessens is a member of several professional societies, and has extensive publications national and international presentations on outcomes, costs, quality and patient safety topics. Dr. Naessens' recent work has included evaluating the impact of health benefit changes on utilization, assessing the utility of bundling.

Jack Needleman, PhD

Professor of Health Services, UCLA Fielding School of Public Health

Jack Needleman, PhD, FAAN, is Professor of Health Services, UCLA School of Public Health. His research on nurse staffing, hospital quality and the business case for nursing won the first AcademyHealth Health Services Research Impact Award. A health economist, he has conducted research examining the performance of nonprofit and for-profit hospitals, and as co-director of the Lewin-ICF public policy practice, designed or evaluated hospital, physician and nursing home reimbursement systems. Dr. Needleman served on the NQF Resource Use Steering Committee, 2010-2011. He has PhD in Public Policy from Harvard University. He is an elected member of the Institute of Medicine.

Eugene Nelson, DSc, MPH

Director, Population Health Measurement Program, Dartmouth Institute For Health Policy and Clinical Practice

Eugene Nelson, DSc, is a Professor of Community and Family Medicine at Dartmouth Medical School and Director of Population Health and Measurement for Dartmouth-Hitchcock Health. He is also Director of Population Health Measurement at The Dartmouth Institute for Health Policy and Clinical Practice. His early research and demonstration work focused on the development of innovative models of care delivery and the evaluation of the impact of health care on health outcomes and costs of care. He was an early leader in the field of quality improvement as well as methods for measuring the performance of health systems. He received his undergraduate degree from Dartmouth College, his MPH from Yale University and his doctorate from Harvard University.

Janis Orłowski, MD MACP *

Senior Director, Clinical Transformation Unit, Association of American Medical Colleges

Dr. Janis Orłowski is a Senior Director, Clinical Transformation at the AAMC. Previously, Dr. Orłowski was the chief operating officer and chief medical officer of MedStar Washington

Hospital Center, Washington, D.C., the largest hospital of the MedStar Health system. Dr. Orłowski oversaw the medical staff, clinical care, quality, patient safety, medical risk, perioperative services, ambulatory care and the medical education programs from 2004 to 2013.

Dr. Orłowski is board certified in both Internal Medicine and Nephrology. She specializes in acute renal care and transplantation. She has served on several national committees to oversee the quality of care in transplantation.

Carolyn Pare

President and CEO, Minnesota Health Action Group

Carolyn Pare is the President and Chief Executive Officer of the Minnesota Health Action group (formerly the Buyers Health Care Action Group), a coalition of more than 30 public and private employers dedicated to health care market reform. Carolyn was previously a director in Human Resources, responsible for Benefits, Risk Management and Human Resource Information Systems at Target Corporation. She is immediate past Chair of the National Business Coalition on Health, sits on the NCQA Standards Committee and was recently named to the Consensus Standards Approval Committee of the National Quality Forum. Carolyn also participates as a member of the National Advisory Council to the California Health Benefits Review Program.

John Ratliff, MD, FACS, FAANS *

Associate Professor of Neurosurgery; Vice Chair, Operations and Business Development; Co-Director, Division of Spine and Peripheral Nerve Surgery, Department of Neurosurgery, Stanford University Medical Center, American Association of Neurological Surgeons

Dr. Ratliff is Associate Professor of Neurosurgery, Vice Chair, Operations and Business Development, and Co-Director, Division of Spine and Peripheral Nerve Surgery at Stanford University Medical Center. He is a board certified neurosurgeon whose clinical focus is complex spinal surgery and whose research focuses on outcomes assessment in spine surgery procedures and defining value of care in spine surgery interventions.

Dr. Ratliff holds leadership positions in the AANS and AMA. He is co-chairman of the AANS Quality Improvement Workgroup, member of the AANS Coding and Reimbursement Committee, and the AANS RUC Advisor. He also received the ACS/AANS Health Policy Scholarship for the Brandeis University Health Policy Leaders Program.

Andrew Ryan, PhD

Assistant Professor, Weill Cornell Medical College

Andrew Ryan, PhD, is an Assistant Professor of Public Health in the Division of Outcomes and Effectiveness Research at Weill Cornell Medical College. Dr. Ryan has a PhD in Social Policy with a concentration in Health Policy from the Heller School of Social Policy and Management, Brandeis University. Dr. Ryan's research focuses on pay-for-performance and public quality reporting in healthcare, quality measurement and provider profiling, disparities and discrimination in healthcare, policy analysis, and applied econometrics. His awards and honors

include the 2009 AcademyHealth Dissertation Award for his dissertation and the John M. Eisenberg Article-of-the-Year in Health Services Research.

Joe Stephansky, PhD

Senior Director, Policy, Michigan Hospital Association

Joe Stephansky, PhD, is Senior Director of Policy for the Michigan Health & Hospital Association, an advocacy organization. His work includes (1) economic analyses of health care-related state and federal legislation, regulations and policy; (2) working with the state government and health insurers on health system performance metrics, pay-for-performance programs, value-based contracting and other payment methodologies; (3) continued study of geographic and disease-based variability in cost and utilization; and (4) assessment of health care reform impacts in Michigan. Prior to joining MHA, he had ten years of finance experience in a large urban hospital. He received his doctorate in agricultural economics from Michigan State University.

Thomas Tsang, MD, FACP

Executive Director, Health Information Partnership, Merck

Thomas Tsang, MD, FACP, is currently the Executive Director for Health Information Strategy at Merck. He is the former the Senior Advisor to the Governor of Hawaii, and spearheaded a healthcare transformation strategy. He worked on the HITECH ACT and the Affordable Care Act as an RWJ Fellow on the Committee on Ways and Means. At the Federal level, he held the role of Medical Director, Meaningful Use at the Office of the National Coordinator for HIT and contributed to the development of the Meaningful Use Program and led the clinical quality measure agenda. He assisted in the measure harmonization strategy at HHS and worked with the CMS on new delivery system reform and efficiency measures.

Lina Walker, PhD

Director, Health, AARP - Public Policy Institute

Lina Walker is currently the Health Director in AARP's Public Policy Institute. Her recent contributions include modeling and analyzing the impact of Medicare reform proposals on beneficiaries and the program's spending trajectory. In addition, Walker has worked on the financing of Social Security and Medicaid, private pension reform, and issues around long-term care financing, and health and long-term care insurance. She has worked in a variety of settings, including the Congressional Budget Office, the Office of Policy Analysis of the Maryland General Assembly, the Brookings Institution, and Georgetown University. Walker has a Ph.D. in Economics from the University of Michigan.

Bill Weintraub, MD, FACC

Chair of Cardiology, Christiana Care Health System

William S. Weintraub, MD, is a nationally recognized expert in outcomes research and a respected cardiologist who has published extensively in the area of health status assessment and health care economics. He serves as John H. Ammon Chair of Cardiology of Christiana Care

Health System and also as its Director of Outcomes Research. He has a long-standing interest in health informatics and played a key role in the development of the ACCF National Cardiovascular Data Registry. Dr. Weintraub has been the recipient of many national awards and research grants and has served on the editorial boards of numerous peer-reviewed journals.

Herbert Wong, PhD

Senior Economist, Agency for Healthcare Research and Quality

Herbert S. Wong, PhD, is a senior economist with the Agency for Healthcare Research and Quality, Center for Delivery, Organization and Markets. He has over 20 years experience working on the Healthcare Cost and Utilization Project (HCUP). In his past research, he has analyzed issues related to pricing and competition in the market for hospital and physician services. Dr. Wong currently serves as the Vice Chairman of the Maryland Health Services Cost and Review Commission. Dr. Wong's work appears in journals such as Health Services Research, Inquiry, Journal of Health Economics, Medical Care, Medical Care Research and Review, Southern Economic Journal, and Review of Industrial Organization. Dr. Wong taught courses at several universities.

Dolores Yanagihara, MPH

Director, Pay for Performance Program, Integrated Healthcare Association

Dolores Yanagihara has six years of experience dealing with efficiency measures, methodological trade-offs, and how to make results meaningful. As Program Director of the California Pay for Performance (P4P) program, she has led the Integrated Healthcare Association's (IHA) initiative to add resource use measures into the statewide P4P program. Ms. Yanagihara has had to navigate both technical and political challenges while developing and implementing measures in a multi-payer, multi-stakeholder environment. She convened a technical committee to assess episode groupers using standardized costs, to standardize "Appropriate Resource Use" measures, and to develop, test, and implement a population-based, risk and geography adjusted total cost of care measure using actual costs. Ms. Yanagihara worked with Professor James Robinson of the University of California at Berkeley and Tom Williams to publish IHA's experience with episode measurement in a special September 2009 Health Affairs issue. She actively served on the first NQF Resource Use Steering Committee.

**Newly appointed member of the Cost and Resource Use Standing Committee in addition to the members of the Cost and Resource Use Steering Committee from Phase I*