



Emergency Department Quality of Transitions of Care

EXPERT PANEL CHAIRS

Stephen Cantrill, MD, FACEP

Denver Health Medical Center, University of Colorado School of Medicine
Denver, Colorado

Dr. Cantrill has been engaged in the active practice of emergency medicine and emergency medicine resident teaching for more than 37 years. He has served as medical director in a large urban emergency department and as president of his medical staff, both positions intimately involved in quality of care and patient safety issues. He has more than 100 publications, is currently chairman of the American College of Emergency Physicians Quality and Patient Safety Committee, and has participated actively in development of quality measures. He has received numerous teaching, patient care, and leadership awards in emergency medicine.

Janet Niles, RN, MS, CCM

President, Niles Associates, Inc.
New Orleans, Louisiana

Janet Niles has over 30 years of experience in the clinical and operations fields. She has served in a number of executive positions in a variety of health care organizations, including accountable care organizations (ACOs), managed care organizations, and other health services organizations. Ms. Niles most recently served as the Vice President, ACO for Ochsner Health System. She is a board member for the National Association of ACOs (NAACOS). Ms. Niles received her Nursing degree from Kettering College of Medical Arts, a Bachelor's degree in Business Administration from Covenant College and a Master's degree in Health Education from Virginia Polytechnic Institute and State University.

EXPERT PANEL MEMBERS

Billie Bell, RN

Vice President of Operations, Medina Healthcare System
Hondo, Texas

Ms. Bell is the Vice President of Operations for Medina Healthcare System and oversees operational growth and strategies in accordance with the system's mission and vision for the hospital, three rural health clinics, and three specialty clinics. During the last three years, Ms. Bell has worked extensively with the emergency department to ensure quality transitions of care. As part of this goal, she concurrently reviews and analyzes emergency department transfer

communication and documentation through the Medicare Beneficiary Quality Improvement Projects Emergency Department Transfer Communication reporting process. Prior to this role, she served as the system's Quality Director managing performance improvement and patient safety initiatives. Billie also serves as the hospital's DSRIP Project Manager for the 1115 waiver. Last year, Medina Regional Hospital received designation as a Top 20 Best Practice in Quality from the National Rural Health Association, ranking the hospital in the top 20 in quality among all Critical Access Hospitals in the U.S.

Donna Carden, MD

Professor, Emergency Medicine, University of Florida

Gainesville, Florida

Dr. Carden trained in emergency and internal medicine at Henry Ford Hospital in Detroit, Michigan, and subsequently completed a post-doctoral research fellowship at Louisiana State University Health Science Center in Shreveport, Louisiana. Her training afforded her substantial clinical experience in both primary care and emergency medicine and allowed her the opportunity to care for vulnerable patient populations at the interface of these specialties. The healthcare disparities she continued to observe in vulnerable populations across a number of emergency departments (EDs) prompted her shift to health service research at University of Florida and enrollment in a Masters of Public Health Program focusing on health services, management, research and policy. Along with a group of committed investigators, she began to investigate the role of health literacy in potentially preventable ED use and patients' reasons for initiating care in the ED. Dr. Carden recently assessed the impact of an ED-to-Home transitional care intervention on patient engagement and primary care follow-up visits in older, chronically ill ED patients. This work, in collaboration with a broad group of patient and community stakeholders, informed the development of a large, multi-site Patient-Centered Outcomes Research Institute (PCORI) randomized controlled trial to evaluate the impact of the ED-to-Home transitional care intervention on patient-reported quality of life and health service use.

Lisa Deal, Pharm.D., BCPS, BSN, RN

Clinical Emergency Medicine Pharmacy Specialist, Beebe Medical Center

Lewes, Delaware

Dr. Deal is currently an Emergency Medicine and Pharmacotherapy Specialist at Beebe Medical Center in Lewes, Delaware. Lisa was previously a clinical specialist at Carilion Roanoke Memorial Hospital for 6 years. Lisa has been practicing in Emergency Medicine for over 15 years as both a nurse and pharmacist. Dr. Deal received degrees from Virginia Tech, Johns Hopkins University, and University of Maryland. She has also been actively involved in American Society of Health-System Pharmacists and the Virginia Society of Health-System Pharmacists for the past 13 years.

James Dunford, MD, FACEP

Professor Emeritus (Emergency Medicine) UCSD; City of San Diego EMS Medical Director, San Diego Fire-Rescue

San Diego, California

Dr. Dunford is Emeritus Professor of Emergency Medicine at UC San Diego and the City of San Diego EMS Medical Director. He oversees the clinical care of 160,000 EMS medical responses

annually and champions systems of care for trauma, heart attack, stroke, sudden cardiac arrest, and frequent users. Dr. Dunford served from 2011-2016 as the emergency medicine expert on the NQF Dual Eligible Beneficiaries MAP. He is the PI on a California state community paramedic program, which attempts to reduce inappropriate ED use and develop better methods to care for seniors at home. He received the American College of Emergency Physicians 2015 Outstanding EMS Physician Award.

Tricia Elliott, MBA, CPHQ

Director, Quality Measurement, The Joint Commission

Oakbrook Terrace, Illinois

Ms. Elliott is the Director of Quality Measurement at The Joint Commission. In this position, she ensures the development of scientifically based performance measures that drive improved healthcare outcomes. Ms. Elliott currently directs projects focused on development of standardized electronic clinical quality measures and chart based measures to support the accreditation and certification processes, and the data receipt process which ensures the application of data quality standards.

Susan (Nikki) Hastings, MD, MHS

Physician and Investigator, Veteran's Administration (Durham) and Duke University

Durham, North Carolina

Dr. Hastings is the Associate Professor of Medicine in the Division of Geriatrics at the Duke University School of Medicine, Senior Fellow in the Duke Center for the Study of Aging and Human Development, and Core Investigator in the Health Services Research & Development Center of Innovation and Geriatrics Research Education and Clinical Center at the Durham VA. Dr. Hastings' research focuses on improving transitions of care for older adults. Other research interests include the organization and delivery of emergency care to older adults, and its impact on health outcomes, and prevention of hospital-associated disability. Dr. Hastings is a practicing Geriatrician.

Joseph Karan

Director of Advocacy and Education, National Kidney Foundation of Florida

Land O Lakes, Florida

Mr. Karan has been a Patient Advocate for 5.5 years. He assists patients with renal drugs by contacting programs available through pharmaceutical companies and grants. His main concerns are patient safety, insurance assistance, financial remedies, education and a multitude of patient and family needs. Additionally, Mr. Karan was on dialysis for 4.5 years, received a 2 kidney transplant in March 2013 and has experienced transitions of care numerous times in the past 8 years. His advocacy efforts focus on patient and clinic visits and is a national speaker on Renal Disease.

Julie Massey, MD, MBA

Medical Director, Clinical Quality Improvement, UHS, Inc.

King of Prussia, Pennsylvania

Dr. Massey is Board Certified in Pediatrics and Clinical Informatics and a Fellow of the American

Academy of Pediatrics and Diplomate of American Board of Preventive Medicine. She is a member of the American Association for Physician Leadership, Association of Medical Directors Information Systems, and the American Medical Informatics Association serving on the Maintenance of Certification Committee. After starting a pediatric practice as part of Einstein Healthcare Network, Dr. Massey later served as Medical Director for their Pediatric Practice Network. She then served as the Chief Medical Information Officer during an Enterprise-wide implementation of the EMR across 3 hospitals and 140 physician offices.

Aleesa Mobley, PhD, RN, APN

Adjunct Faculty, Rowan University

Williamstown, New Jersey

Dr. Mobley's 40-year professional career began with 20 years of practice in critical care before transitioning to the role of nurse practitioner and nurse educator where she has been in practice over the past 20 years. Dr. Mobley has worked in advanced practice in the areas of internal medicine, primary care (for the Department of Veterans Affairs), interventional pain management, and family practice settings. She is currently working as a hospitalist in sub-acute care where a priority of the plan of care is to avoid transitions back to acute care settings and the coordination of care and services for skilled nursing or preparation for discharge to home. As an alumni of the Robert Wood Johnson Foundation and New Jersey Nurse Initiative, she was invited to serve on the national committee that provided site visit feedback to the Institute of Medicine on primary care and federally funded healthcare clinics. Dr. Mobley has been an adjunct nurse faculty serving many institutions in the Delaware Valley region and served as a 2-term content expert panel member for the American Nurses Credentialing Center.

Elif Oker, MD

Medical Director, Clinical Strategy and Innovation, Health Care Service Corporation

Chicago, Illinois

Dr. Oker is a recognized change agent, innovative thinker, trained media spokesperson, and mentor to health care start-ups. She has a passion for connecting people and ideas to create contemporary solutions that improve the health of populations. As a medical director at Blue Cross Blue Shield, Dr. Oker facilitates key account population health strategies and leads development of medical policy and clinical guidelines. While serving as Assistant Professor of Emergency Medicine at the University of Illinois, she led the development and implementation of care transition programs, which focused on congestive heart failure, community acquired pneumonia, pediatric pain management, and asthma. A board certified emergency physician, Dr. Oker is a graduate of the University of Michigan and World Chicago board member.

Andrea Pearson, MD

Pediatric Attending, Howard County General Hospital, Johns Hopkins EMS

Columbia, Maryland

Dr. Andrea Pearson is a Pediatrician in the Combined Pediatric Emergency Department and Inpatient Unit at Howard County General Hospital, a Johns Hopkins University Community Hospital. She graduated from Michigan State University College of Human Medicine and completed a residency in pediatrics from Georgetown University Hospital. As a pediatrician who has practiced in both the outpatient setting and an emergency department and hospitalist

service, she has experienced the transition of care from both physician perspectives. Dr. Pearson is a Board-Certified Pediatrician and a Fellow of the American Academy of Pediatrics.

Marc Price, DO

Physician Owner, Clinical Asst. Professor, Family Medicine of Malta

Mechanicville, New York

Dr. Price is a full-time practicing physician and the owner of a progressive small group practice, giving him intimate knowledge of what it takes to thrive in the ever changing and challenging medical landscape. Dr. Price practiced family medicine in an award winning practice in upstate New York for over three years before establishing Family Medicine of Malta in January 2006 where he has implemented transition of care protocols in an effort to ensure follow up care is provided to prevent re-admissions, repeat visits to the emergency rooms and urgent/emergent care facilities, and to ensure patients are improving. He has a special interest in small and independent medical practices, innovative practice styles and new ideas which promote family medicine, healthcare and dissemination of appropriate health information. Dr. Price is a graduate of Cornell University and attended medical school at the New York College of Osteopathic Medicine in Old Westbury, NY. In 2002, Dr. Price became a board certified family physician. His experience includes recognition as a Patient Centered Medical Home and participation in an ACO. Dr. Price is the Assistant Clinical Professor of Family and Community Medicine, Albany Medical College, Clinical Preceptor, Sage College of Health Sciences, a member of the Commission on Quality and Practice, and past Chair of the Commission on Governmental Advocacy.

Karin Rhodes, MD, MS

Vice President for Care Management Design & Evaluation, Office of Population Health Management, Hofstra Northwell School of Medicine Northwell Health

Manhasset, New York

As Professor of Emergency Medicine and Psychiatry and Vice President for Care Management Design & Evaluation at Hofstra Northwell School of Medicine, Dr. Rhodes is responsible for developing and testing system-level interventions to improve the value of health care. Most recently from Penn, now with adjunct appointments including at the Leonard Davis Institute of Health Economics, she founded the Center for Emergency Care Policy Research and led an initiative to improve transitions in care. Her research has focused on developing patient-centered responses for health-related social problems and measuring quality and access to emergency and follow up primary and specialty care.

Kristin Rising, MD, MS

Assistant Professor & Director of Acute Care Transitions, Thomas Jefferson University

Philadelphia, Pennsylvania

Dr. Rising is Director of Acute Care Transitions in the Thomas Jefferson University ED. She is one of the few clinician researchers who has focused her career on patient transitions into and out of the ED. Her patient advisory board has functioned continuously for 4 years. She is the PI on a PCORI award to explore the most effective means of engaging patients to identify their health priorities. She is a member of the American College of Emergency Physicians (ACEP) and the Society for Academic Emergency Medicine (SAEM) research committees, the Emergency Medicine

Foundation grant review committee, and the Data Research and Integrity Subcommittee of the ACEP Clinical Emergency Data Registry.

Brenda Schmitthenner, MPA

Senior Director, Successful Aging West Health Institute

La Jolla, California

Ms. Schmitthenner has a 30-year track record in leading, developing and implementing results-oriented programs in the field of aging, backed by more than 20 years of clinical and non-clinical practice experience as a Geriatric Case Manager, Hospice, and Skilled Nursing Facility Social Worker. She has extensive expertise in shaping policies to support national, statewide and local healthcare system integration, care transition, and care coordination initiatives. Prior to joining the West Health Institute in February 2016, Ms. Schmitthenner worked for the County of San Diego's Aging and Independence Services for more than 15 years as the Aging Program Administrator managing over \$20 million in aging grants including the largest Community-Based Care Transitions Program (CCTP) in the country. In addition, Ms. Schmitthenner was the manager of the Long Term Care Integration Project, integrating health care and supportive services for seniors through the Aging & Disability Resource Connection, TEAM SAN DIEGO and CAL MediConnect Dual Eligible Program.

Amy Starmer, MD, MPH

**Director of Primary Care Quality Improvement, Associate Medical Director of Quality,
Department of Medicine, Boston Children's Hospital/Harvard Medical School**

Boston, Massachusetts

Dr. Starmer is the Director of Primary Care Quality Improvement, the Associate Medical Director of Quality, and an Assistant Professor of Pediatrics at Boston Children's Hospital and Harvard Medical School. She focuses on the development and assessment of interventions to improve provider communication and handoffs of care. Dr. Starmer led the I-PASS Study (Starmer et al, NEJM 2014) that demonstrated a 30% reduction in rates of preventable adverse events following implementation of a handoff improvement program. She currently serves as co-PI and co-investigator on the Agency for Healthcare Research and Quality (AHRQ) and Patient-Centered Outcomes Research Institute (PCORI) funded initiatives assessing handoff improvement programs for additional specialties, provider types and settings.

Adam Swanson, MPP

Senior Prevention Specialist, Suicide Prevention Resource Center

Washington, District of Columbia

Mr. Swanson, MPP, is an awarded public speaker, writer, and advocate dedicated to equity in public health systems. He helps state governments, tribes, universities, and health care organizations improve the quality of care for people in crisis as the senior prevention specialist at the Suicide Prevention Resource Center. Mr. Swanson has served on national and international expert panels to address minority health disparities and managed national programs to help behavioral health organizations adopt innovative psychosis treatment services for youth. In the U.S. Senate, he helped advance anti-bullying legislation and HIV/AIDS reforms and is a former Mental Health America fellow. Mr. Swanson's interest in this area stems from personal

experience with poorly managed care transitions within EDs. More specifically, living with a post-traumatic stress (PTSD) disorder diagnosis has directly exposed him to the implications of ambiguous understandings of mental health conditions within ED settings.

Arjun Venkatesh, MD, MBA, MHS

Assistant Professor, Department of Emergency Medicine; Director, ED Quality and Safety Research and Strategy; Co-Director, Emergency Medicine Administration Fellowship; Scientist, Center for Outcomes Research & Evaluation; Yale University School of Medicine

New Haven, Connecticut

Dr. Venkatesh is the Assistant Professor of Emergency Medicine and a Scientist at Yale University. Dr. Venkatesh is a national expert in quality measurement and a Scientist at the Center for Outcomes Research and Evaluation that develops hospital outcome and efficiency measures, including measures of care transitions, for CMS. He also co-leads the CMMI funded Emergency Quality Network, a national learning collaborative to achieve the triple aim through several initiatives including care transitions for patients with acute chest pain. Dr. Venkatesh is a project Principal Investigator for the AHRQ funded Center for Healthcare Innovation Redesign and Learning to improve care transitions for critically ill patients. Dr. Venkatesh serves in national leadership roles with the American College of Emergency Physicians and the Society for Academic Emergency Medicine as well as on several Technical Expert Panels and Steering Committees for AHRQ and NQF.

Sam West

Business Intelligence Developer, Epic

Verona, Wisconsin

Mr. West is a business intelligence developer at Epic and leads a team focused on reporting for emergency departments. He has worked on projects to better understand the current capacity and state of emergency departments, as well as analyze trends in patients throughput. He also has experience in developing tools to analyze the quality of care of patients. Mr. West works with EMR end users to better understand their needs in order to be able to take action from data and develop tools which can assist in decision support.

Margaret Weston, MSN, RN, CPHQ

Health Care Quality Solutions Director, Western Region, Johnson and Johnson Health Systems

Titusville, New Jersey

Ms. Weston is a Registered Nurse with a broad base of clinical and policy expertise as well as executive business experience. Throughout her career, Ms. Weston has built dynamic and effective teams to promote ongoing performance improvement and continuous learning. She most recently served as the Chief Quality Management Officer for the Pacific Northwest Network of the Veterans Health Administration, overseeing Quality programming for a diverse network of eight individual healthcare systems. She has been integrally involved in developing National Healthcare Policy for the VA, and served on multiple agency committees focused on building Quality programming across the country.

Christine Wilhelm, MBA

Chief Operating Officer, Munson Healthcare Charlevoix Hospital

Charlevoix, Michigan

For the past thirty-one years, Ms. Wilhelm has been employed by a rural hospital in northern Michigan. She has progressed her way from a medical records technician to the chief operating officer of Munson Healthcare Charlevoix Hospital, which recently became an owned affiliate of a larger hospital system. In her current position, Ms. Wilhelm oversees 6 owned physician practices, all of which have achieved Stage 1/2 of meaningful use and five of which have attained patient center medical home certification.

Stephanie Witwer, PhD, RN, NEA-BC

Nurse Administrator - Primary Care Division, Mayo Clinic

Rochester, Minnesota

Dr. Witwer is Nurse Administrator for Primary Care at Mayo Clinic in Rochester. In this role she works closely with patient care initiatives that incorporate the use of telehealth technologies. In addition to her Rochester responsibilities, she is also the co-lead for High Risk Patient Care for the Mayo Clinic Population Health Committee. This Committee has primary responsibility for the deployment of Care Coordination and Care Transitions across Mayo Clinic. Dr. Witwer holds Bachelor's and Master's Degrees in Nursing from the University of North Dakota and a Ph.D. in Nursing Education from the University of Northern Colorado.