



Healthcare Disparities and Cultural Competency Consensus Standards

Dennis Andrulis, PhD, MPH (Co-Chair)

Senior Research Scientist—Texas Health Institute

Dennis Andrulis, PhD, MPH, is senior research scientist at the Texas Health Institute and associate professor at the University of Texas, School of Public Health. He leads the development of national and other initiatives on healthcare for vulnerable populations, racial and ethnic disparities, and cultural competence. Dr. Andrulis' recent work has focused on diversity, disparities, and new health law; diversity and preparedness; and diversity, poverty, health, and urban sprawl. He is co-founder of a national conference series on quality healthcare for culturally diverse populations. Dr. Andrulis has a PhD in educational psychology from the University of Texas and a master's degree in public health from the University of North Carolina.

Denice Cora-Bramble, MD, MBA (Co-Chair)

Senior Vice President—Children's National Medical Center

Denice Cora-Bramble, MD, MBA, is senior vice president of the Goldberg Center for Community Pediatric Health at Children's National Medical Center. The Goldberg Center, one of the seven centers of excellence, includes the divisions of general pediatrics, adolescent medicine, dentistry, dermatology, the child and adolescent protection center, as well as seven health centers. Dr. Cora-Bramble provides leadership to a multi-site staff of more than 200, to include more than 38 medical and dental faculty members. She is a professor of pediatrics at The George Washington University and has lectured extensively on cultural competence, community pediatrics, and faculty development topics.

Evelyn Calvillo, DNSc, RN

Professor Emeritus—California State University

Evelyn Calvillo, DNSc, RN, is professor emeritus of the School of Nursing at California State University, Los Angeles. She participated in developing the American Association of Colleges of Nursing (AACN) bachelor's and graduate-degree cultural competencies for education, which were integrated into core standards that provide the essential curricular elements and framework for programs in nursing and guidelines for accreditation. Since 1993, she has been actively involved in the delivery of culturally competent quality nursing care in diverse settings. Ms. Calvillo has taught undergraduate and graduate courses focusing on diverse populations and cultural competence research, conducted research on Latino traditional health beliefs, and was consultant on culturally competent and participatory research for the Center for Vulnerable Populations Research, University of California, Los Angeles (UCLA) School of Nursing.

Marshall Chin, MD, MPH, FACP

Professor of Medicine—University of Chicago

Marshall Chin, MD, MPH, FACP, is associate professor of medicine at the University of Chicago and a general internist with extensive experience improving the care of vulnerable patients with chronic diseases. He is director of the Robert Wood Johnson Foundation Finding Answers: Disparities Research for Change National Program Office, a major effort to reduce racial and ethnic disparities in healthcare. Dr. Chin is associate director of Chicago National Institute of Diabetes and Digestive Kidney Diseases (NIDDK) P60 Diabetes Research and Training Center; associate chief and director of research in the section of general internal medicine at the University of Chicago; co-director of the John A. Hartford Foundation Center of Excellence in geriatrics; and research associate for the Center for Health Administration Studies and the Center on the Demography and Economics of Aging at the University of Chicago. He is a member of the Institute of Medicine Forum on the Science of Health Care Quality Improvement and Implementation. Over the past 10 years, Dr. Chin and his community partners from the MidWest Clinicians' Network consortium of community health centers have engaged in a series of studies funded by Agency for Healthcare Research and Quality, National Institute of Diabetes and Digestive and Kidney Diseases, and Robert Wood Johnson Foundation to improve the quality of diabetes care in health centers that serve the indigent. These multifactorial, community-based interventions include rapid quality improvement, chronic disease management, provider training in behavioral change, and patient empowerment interventions. Dr. Chin is also performing a national evaluation of the Bureau of Primary Health Care's Health Disparities Collaborative, the most comprehensive effort to improve the quality of care in health centers yet to be undertaken.

Luther Clark, MD

Global Director for Scientific Affairs, Atherosclerosis—Merck & Company, Inc.

Luther Clark, MD, is global director for scientific affairs, atherosclerosis, global center for scientific affairs, in the office of the chief medical officer at Merck. Prior to joining Merck, Dr. Clark was chief of the division of cardiovascular medicine and professor of clinical medicine at the State University of New York Downstate Medical Center and Kings County Hospital Center in Brooklyn, NY. Dr. Clark was also director and principal investigator of the National Institutes of Health (NIH) supported Brooklyn Health Disparities Research Center. He is a fellow of the American College of Cardiology and American College of Physicians, a member of the Council of the New York State Chapter of the American College of Cardiology, a member of the National Medical Association, and a member of the Association of Black Cardiologists. Dr. Clark earned his bachelor of arts from Harvard College and his medical degree from Harvard Medical School.

Lourdes Cuéllar, MS, RPh, FASHPAdministrative Director of Pharmacy and Clinical Support Services—
The Institution for Rehabilitation and Research-Memorial Hermann

Lourdes Cuéllar, MS, RPh, FASHP, is administrative director of pharmacy and clinical support services at The Institution for Rehabilitation and Research at Memorial Hermann. She is past president of the Texas Society of Health-System Pharmacists (TSHP) and the TSHP Research and Education Foundation. She currently serves on the Texas Statewide Health Coordinating Council. She is an adjunct clinical professor of pharmacy practice at the University of Houston, and the University of the Incarnate Word schools of pharmacy. Her professional interests are in the areas of pharmacy practice management, leadership development, healthcare policy, alleviation of health disparities, health literacy, and cultural competency.

Leonard Epstein, MSWSenior Advisor, Clinical Quality & Culture—
Health Resources & Services Administration

Leonard Epstein, MSW, is senior advisor, clinical quality and culture, at the Health Resources & Services Administration (HRSA). A nationally respected expert in clinical cultural competence, Mr. Epstein's leadership in effective health communication includes developing the HRSA web-based course on Unified Health Communication, a five-hour accredited training program that integrates cultural competency with health literacy and limited English proficiency. As HRSA's lead on cultural competence, Mr. Epstein chairs HRSA's Culture, Language and Health Literacy Committee in developing policies to foster high standards for effective health communication in HRSA-funded programs. He manages the HRSA Culture, Language and Health Literacy Web Page that links to a wealth of HRSA supported cultural /linguistic competency and health literacy programs/resources. He represents HRSA on the Institute of Medicine's Roundtable on Health Literacy and the Department of Health and Human Services (HHS) National Project Advisory Committee for the Culturally and Linguistically Appropriate Services (CLAS) Standards Initiative. Mr. Epstein was managing editor of a series of nine volumes on cultural competence collaboratively produced by the Substance Abuse and Mental Health Services Administration, the HHS Office of Minority Health and HRSA. Mr. Epstein conceived and led the development of the Provider's Guide to Quality and Culture, a pioneering web resource on effective health communication. Mr. Epstein served as the first Drug Abuse Prevention Coordinator for the State of California.

Colette Edwards, MD, MBAVice President and Senior Market Medical Executive, CIGNA MidAtlantic
and National Medical Executive, Health Disparities—CIGNA HealthCare

Colette Edwards, MD, MBA, is vice president and senior market medical executive for CIGNA MidAtlantic and national medical executive, Health Disparities for CIGNA HealthCare. Dr. Edwards joined CIGNA in 2000 and was appointed national medical executive in 2008 to develop and implement an enterprise-wide approach to health disparities. She leads a Robert Wood Johnson Foundation grant, Finding Answers: Disparities Research for Change program, and several portfolio programs that include cultural competency/health literacy training, data-driven targeted pilots for sub-populations and providers, and a client-based Health Disparities Advisory Council launching in 2011. Additionally, she is a member of the Visiting Committee of the Harris School of Public Policy Studies at the University of Chicago, and a member of the Hopkins Agency for Healthcare Research and Quality DEcIDE Expert Stakeholder Advisory Group. Dr. Edwards is also the author of *Gastroenterology Quick Glance*.

Kevin Fiscella, MD, MPH

Professor—University of Rochester School of Medicine

Kevin Fiscella, MD, MPH, is a tenured associate professor of family medicine and community and preventive medicine at the University of Rochester School of Medicine and associate director of the Rochester Center to Improve Communication in Health Care. Most of his research has focused on racial/ethnic and socioeconomic disparities in health and healthcare. He is currently directing major projects sponsored by the Agency for Health Research and Quality, National Institutes of Health, National Institute of Child Health and Human Development, and Robert Wood Johnson Foundation related to racial/ethnic disparities in healthcare or health. Dr. Fiscella is a strong proponent for the development and implementation of quality measures to assess healthcare for vulnerable populations and the use of quality improvement to address these disparities.

Dawn Fitzgerald, MBA

Chief Executive Officer—Qsource

Dawn Fitzgerald, MBA, is chief executive officer of Qsource. Ms. Fitzgerald has over 20 years of experience in healthcare quality measurement, quality assurance, and quality improvement. As the former director of the National Quality Improvement Organization (QIO) Disparities Support Contractor, Ms. Fitzgerald was responsible for measuring national disparities for all Centers for Medicare and Medicaid priority populations and quality measures and assisting QIOs in addressing these disparities through culturally competent interventions. Ms. Fitzgerald is a former member of the National Quality Forum's (NQF) Ambulatory Measures of Health Care Disparities Workgroup, and the NQF panel on Performance Measures for Minority Populations and Implementation and Improvement Workgroup. Additionally, she has served on the Institute of Medicine's Committee on Future Directions for the National Healthcare Quality and Disparities Reports. She has co-authored several articles on quality improvement, healthcare disparities, and analysis of Medicare data.

Romana Hasnain-Wynia, PhD

Director, Associate Professor—Center for Healthcare Equity, Institute for Healthcare Studies, Northwestern University Feinberg School of Medicine

Romana Hasnain-Wynia, PhD, is director of the Center for Healthcare Equity and an associate professor at Northwestern University, Feinberg School of Medicine. Prior to joining Northwestern University, she was vice president of research for the Health Research and Educational Trust (HRET) where she developed the HRET Toolkit on collecting race, ethnicity, and primary language information from patients. She is the principal investigator of a number of studies that examine quality of care in safety net hospitals and for underserved populations; the impact of performance incentive programs on the healthcare safety net; and the provision of language services to patients with limited English proficiency. Dr. Hasnain-Wynia conducted the first national survey of hospital language services and served as the lead investigator of a study that examined system-level barriers and facilitators to providing language services in California public hospitals. She serves as a co-investigator on the evaluation team for the Robert Wood Johnson Foundation's national initiative, Aligning Forces for Quality, and is responsible for leading the evaluation of the disparities-equity component of the program.

Edward Havranek, MD

Staff Cardiologist, Professor of Medicine—Denver Health Medical Center

Edward Havranek, MD, is a practicing cardiologist at Denver Health Medical Center. He serves as the director of health services research for the system, and is professor of medicine at the University of Colorado, School of Medicine. Dr. Havranek served as a clinical coordinator for the Centers for Medicare and Medicaid Services-sponsored National Heart Care Project and has 20 years of clinical work in a safety net hospital and from ongoing NIH-funded research into the effects of bias on outcomes of care.

Elizabeth Jacobs, MD, MAPP, FACP

Associate Vice Chair for Health Services Research—University of Wisconsin, Department of Medicine

Elizabeth Jacobs, MD MAPP FACP, is associate vice chair for health services research in the department of medicine at University of Wisconsin. Dr. Jacobs is a general internist who has dedicated her career to reducing healthcare disparities as a provider and a researcher. Through her studies, she investigates how the provision of adequate interpreter services

impacts the cost and quality of care provided to limited English proficient patients; how to overcome cross-cultural measurement issues; and how health literacy, health numeracy, and differences in trust in healthcare contribute to health disparities. She is an expert on the provision of linguistically accessible and culturally competent care and has served on Office of Minority Health, Joint Commission, and Agency for Healthcare Research and Quality expert panels.

Jerry Johnson, MD

Chief of the Division of Geriatric Medicine—University of Pennsylvania School of Medicine

Jerry Johnson, MD, is chief of the division of geriatric medicine, and co-principal investigator of EXPORT, a comprehensive center of excellence for outcomes research and training focusing on obesity in minority populations, at the University of Pennsylvania School of Medicine. He focuses his work on defining and understanding the significance of cultural competence in the doctor-patient relationship and evaluating models of cultural competence education. He has participated in a study of the effect of cultural appropriateness on adherence to therapy, and a study that focused on how African American elders define cultural competent care. Dr. Johnson is past president of the American Geriatrics Society (AGS), and sits on the board of AGS' Foundation for Health in Aging.

Francis Lu, MD

Luke & Grace Kim Endowed Professor in Cultural Psychiatry—University of California, Davis

Francis Lu, MD, is the Luke & Grace Kim Endowed Professor in cultural psychiatry, director of cultural psychiatry, and associate chair for medical student education in the Department of Psychiatry & Behavioral Sciences at University of California, Davis. As a Distinguished Life Fellow of the American Psychiatric Association (APA), Dr. Lu has participated on expert panels and advisory committees on mental health disparities and cultural competence sponsored by the APA, Health and Human Service Office of Minority Health, Health Resources and Services Administration, Substance Abuse and Mental Health Services Administration/Center for Mental Health Services, California Endowment, Templeton Foundation, and the California State Department of Mental Health.

Mary Maryland, PhD, MSN, BC, APN

Assistant Professor of Nursing—Chicago State University

Mary Maryland, PhD, MSN, BC, APN, is a bachelor of science in nursing educator and a board certified adult nurse practitioner with experience in cultural competence, quality of care issues, and direct care to vulnerable populations for more than 30 years. She is regarded as an expert in her field on current issues in public policy and nursing practice that impact cancer patient and senior care disparities. Dr. Maryland's work on diversity issues includes consulting with NASA at Langley Research Center and improving diversity in the health professions in colleges and universities. Dr. Maryland is a volunteer for the American Nurses Association and the American Cancer Society.

William McDade, MD, PhD

Deputy Provost for Research and Minority Issues, Associate Professor of Anesthesia—University of Chicago

William A. McDade, MD, PhD, is associate professor of anesthesia and critical care and deputy provost for research and minority issues at the University of Chicago. Previously, he was associate dean for multicultural affairs in the Pritzker School of Medicine at the University of Chicago. He is a member of the American Medical Association (AMA) Council on Medical Education and Board Director for the Accreditation Council for Graduate Medical Education. Additionally, he serves on the Commission to End Health Disparities and represents Pritzker at the Association of American Medical Colleges Group on Diversity and Inclusion. Dr. McDade chaired the AMA's Minority Affairs Consortium and received the AMA's first Recognition of Excellence in Eliminating Health Disparities award. Dr. McDade received a doctorate in biophysics and theoretical biology, and his research centers on molecular therapies for sickle cell disease.

Ernest Moy, MD, MPH

Medical Officer—Agency for Healthcare Research and Quality

Ernest Moy, MD, MPH, is medical officer in the Center for Quality Improvement and Patient Safety at the Agency for Healthcare Research and Quality (AHRQ). At AHRQ, his work has included directing the development of the annual National Healthcare Disparities Report and National Healthcare Quality Report, supporting AHRQ's excellence centers

for the elimination of ethnic/racial disparities, and AHRQ's patient safety organization program. Before joining AHRQ, he was director of research and assistant vice president of the Center for the Assessment and Management of Change in Academic Medicine at the Association of American Medical Colleges, where he conducted research on the missions of academic medical centers and developed benchmarking tools to help these institutions improve performance. He is currently chair of the Racial and Ethnic Disparities Committee of the American Public Health Association's Medical Care Section. Dr. Moy is a graduate of Harvard College and New York University School of Medicine. Following his internal medicine residency, he was a general internal medicine fellow at Columbia University, a Robert Wood Johnson Health Care Finance fellow at Johns Hopkins University, and an assistant professor of medicine at University of Maryland School of Medicine. Dr. Moy's research interests include disparities in access and quality of care, particularly as they relate to academic medical centers, patient safety, and technology diffusion.

Marcella Nunez-Smith, MD, MHS

Assistant Professor of Medicine, Assistant Director of Robert Wood Johnson Foundation Clinical Scholars Program—Yale New Haven Health System

Marcella Nunez-Smith, MD, MHS, is faculty at section of general internal medicine at Yale School of Medicine and assistant director of the Robert Wood Johnson Clinical Scholars Program (CSP). Dr. Nunez-Smith is the principal investigator on National Institutes of Health (NIH) and foundation-funded research projects related to diversity and discrimination within healthcare settings. She has been recognized with several national awards in recognition of her research contributions to healthcare workforce diversity and healthcare equity as well as for her clinical care of vulnerable populations. Dr. Nunez-Smith completed residency training at Harvard University's Brigham and Women's Hospital and fellowship at the Yale CSP where she also received a master's degree in health sciences. She graduated from Swarthmore College and from Jefferson Medical College, where she was inducted into the Alpha Omega Alpha Medical Honor Society.

Sean O'Brien, PhD

Assistant Professor, Department of Biostatistics and Bioinformatics—Duke University Medical Center

Sean O'Brien, PhD, is assistant professor in the Department of Biostatistics and Bioinformatics at Duke University Medical Center and a member of the Duke Outcomes Research and Assessment Group within the Duke Clinical Research Institute (DCRI). He currently serves as statistical director of the Society of Thoracic Surgeons (STS) Data Warehouse and Analysis Center at DCRI and as co-investigator of several grants and contracts using STS and Medicare data to evaluate cardiovascular therapies. Dr. O'Brien also works on the development and evaluation of quantitative methods for healthcare provider performance assessment. His research interests include risk adjustment methodology, composite measures, and Bayesian modeling.

Norman Y. Otsuka, MSc, MD, FRCS, FAAP, FACS

Director, Center for Children—New York University Hospital for Joint Diseases

Norman Y. Otsuka, MSc, MD, FRCS, FAAP, is a pediatric orthopedic surgeon practicing as the Joseph E. Milgram Professor of Orthopedic Surgery at the New York University Hospital for Joint Diseases. For four years he has participated in a leadership role at the American Academy of Orthopedic Surgeons (AAOS) as a member of its Diversity Advisory Board (DAB). He has also served as the DAB liaison to the AAOS Council on Education. He has lectured and taught diversity and culturally competent care at residency programs and national courses of the AAOS.

Grace Ting, MHA, CHIE

Director—WellPoint, Inc.

Grace Ting, MHA, CHIE, is health services director, clinical health policy at WellPoint, Inc., overseeing the corporate agenda to address health disparities and increase WellPoint's capacity to offer culturally and linguistically appropriate services to its members. Ms. Ting leads a centralized analytic unit to provide health disparities analyses to support quality improvement initiatives, clinical program development, and strategic business planning. Ms. Ting is responsible for developing pilot initiatives and training programs for providers, communities-at-large, and WellPoint associates. Ms. Ting received her bachelor of science in biology from University of California, Los Angeles and her master's degree in health administration from University of Southern California.

Donna Washington, MD, MPH

Professor of Medicine—University of California, Los Angeles School of Medicine

Donna Washington, MD, MPH, currently holds a faculty position in the Department of Medicine at the VA Greater Los Angeles Healthcare System and University of California, Los Angeles (UCLA). Dr. Washington is a physician and health services researcher who has devoted her career to addressing the healthcare needs of vulnerable and underserved populations. Her research focuses on access to emergency department and ambulatory care, racial-ethnic and gender disparities in healthcare, and women veterans. In her current research, she is examining racial-ethnic and gender disparities in Department of Veterans Affairs. She is a recipient of a Robert Wood Johnson Foundation Minority Medical Faculty Development Award. Dr. Washington received her medical degree from Boston University School of Medicine, and a master's degree in public health from the School of Public Health at UCLA. She completed a primary care internal medicine residency at the University of California, San Francisco—San Francisco General Hospital, followed by a fellowship in the Robert Wood Johnson Clinical Scholars Program at UCLA.

Ellen Wu, MPH

Executive Director—California Pan-Ethnic Health Network

Ellen Wu, MPH, is executive director of the California Pan-Ethnic Health Network (CPEHN), a statewide network of multicultural health organizations working together to advocate for public policies that eliminate health disparities. CPEHN played a critical role in advancing SB 853, a bill that ensured language services to all limited English proficient health plan members. Ms. Wu is also an adjunct faculty member at San Francisco State University. Ms. Wu was a governor's appointee on the Department of Public Health's Advisory Committee, and is co-chair of the Healthy Families Quality Advisory Committee. She received her master's in public health administration from University of California, Los Angeles, and has worked with culturally diverse low-income and uninsured populations for more than 15 years.

Mara Youdelman, JD, LLM

Managing Attorney—National Health Law Program

Mara Youdelman, JD, LLM, is managing attorney at the National Health Law Program (NHeLP) and serves as chair of the Certification Commission for Healthcare Interpreters. At NHeLP, Mara coordinates a national coalition to develop a consensus-driven agenda to improve language access policies and funding. Ms. Mara is recognized as a national expert on language access and has participated on expert advisory panels for the National Quality Forum, the Robert Wood Johnson Foundation, the National Committee for Quality Assurance, and The Joint Commission. She is co-author and editor of numerous publications on language access.