



Joyce DuBow (Co-Chair)

Senior Health Care Reform Director, AARP Office of Policy and Strategy

Ms. Dubow, who has been at AARP for 22 years, is a Principal for health policy and strategy in AARP's Office of the Executive Vice-president for Policy and Strategy. She has responsibility for a portfolio related to AARP's health care reform initiatives with a special focus on health care quality, HIT, and consumer decision making, as well as private health plans in the Medicare program. Her multi-faceted professional career in health care spans diverse experiences in health plan leadership, government service, public policy, and consumer advocacy.

Dubow serves on several multi-stakeholder groups that focus on improving the quality and delivery of health care services. She is a member of the board of directors of the National Quality Forum (NQF) and has participated in numerous NQF-related activities, serving for example, as inaugural chair of the CSAC and co-chair of the NQF Patient-reported Outcomes Expert Panel. She is a member of: the Coordinating Committee of the Measure Application Partnership; the National Committee for Quality Assurance's Committee on Physician Programs and its Measurement Panel on Geriatrics; the National Advisory Committee for Aligning Forces for Quality of the Robert Wood Johnson Foundation; and a member of the board of the Center for Advancing Health, the Nursing Alliance for Quality Care, and the Informed Patient Institute.

Earlier in her career, Ms. Dubow was the executive vice-president of the Georgetown University Community Health Plan, a university-sponsored prepaid group practice plan. She was also the Director of Policy and Legislation in the federal Office of Health Maintenance Organizations.

Ms. Dubow holds a B.A. in Political Science from the University of Michigan and a Masters in Urban Planning from Hunter College of the University of the City of New York.

Carole Flamm, MD, MPH (Co-Chair)

Executive Medical Director, Center for Clinical Value, Blue Cross and Blue Shield Association

Dr. Flamm provides leadership and strategic direction to evaluate and improve the quality and value of care, through collaboration with Blue Cross and Blue Shield companies, professional organizations and other key healthcare stakeholders. She directs the Center for Clinical Value and the Blue Distinction® Specialty Care Program. Previously, she was Associate Director of BCBSA's Technology Evaluation Center, and she completed a fellowship in clinical epidemiology and health services research at the Brigham and Women's Hospital. She is a board-certified diagnostic radiologist and was an instructor in radiology at Harvard Medical School.

Peter Almenoff, MD FCCP

Director, VA Operational Analytics and Reporting, Department of Veterans Affairs

As Director of Operational Analytics and Reporting, Peter L. Almenoff provides a strategic vision to support value in the VA health care system. He oversees the measurement and reporting of value through Strategic Analytics for Improvement and Learning (SAIL), which provides data displays and metrics for helping medical centers improve patient outcomes and system efficiencies. In addition, he is Special Advisor, Office of the Secretary Veterans Affairs (OSVA), a Senior Fellow at the VA Center of Innovation, and a professor at the University of Kansas School of Medicine.

Steven Asch, MD, MPH

Director and Professor, Center for Innovation to Implementation, Palo Alto VA

Steven M. Asch MD, MPH is a Professor at Stanford, the Chief of Health Services Research at the VA Palo Alto, and a RAND health policy analyst. He develops and evaluates quality measurement and improvement systems, and has led several national projects on broad-based quality measurement tools for veterans, Medicare beneficiaries, and the community. He directs the Center for Innovation to Implementation, which has its goal identifying opportunities to improve the value of medical care, and testing innovations intended to make care more collaborative and efficient. Dr. Asch is a practicing internist and the author of >260 peer-reviewed articles.

Larry Becker

Director Strategic Partnerships and Alliances, Xerox

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.

David Cohen, MD, MSc

Professor of Medicine (University of Missouri-Kansas City) and Director of Cardiovascular Research, Saint Luke's Mid America Heart Institute

David J. Cohen, MD, MSc is Professor of Medicine at the University of Missouri-Kansas City and Director of Cardiovascular Research at Saint Luke's Mid America Heart Institute, where he directs the Health Economics and Technology Assessment Research Group. Dr. Cohen's research focuses on the application of formal cost-effectiveness methodology to novel interventions for the diagnosis and treatment of cardiovascular disease, the extension of traditional cardiovascular outcomes research to include collection of patient-centered outcomes among patients undergoing treatment for cardiovascular disease, and the development and evaluation of instruments for evaluating health status and preference among patients with cardiovascular disease.

Mary Cramer, MBA, CPHQ

Senior Director, Process Improvement and the Ambulatory Management and Performance Team, Massachusetts General Hospital / Massachusetts General Physician Organization

Ms. Cramer is the Senior Director, Process Improvement and the Ambulatory Management and Performance Team at the 900-bed Massachusetts General Hospital (MGH) and the Massachusetts General Physicians Organization (MGPO). Ms. Cramer directs all aspects of the MGH/MGPO process improvement program. Previously Ms. Cramer was a Six Sigma Master Black Belt and Director of Performance Excellence at the 2,200 bed New York-Presbyterian Hospital, and provided strategic and programmatic oversight of the NYP Performance Excellence Program. Ms. Cramer earned an M.B.A. from Suffolk University, a B.A. in Psychology, magna cum laude, from Boston College, and is a Certified Professional in Healthcare Quality.

Christine Goeschel, ScD, MPA, MPS, RN, FAAN

Assistant Vice President, Quality, MedStar Health

Dr. Goeschel recently began the position of Assistant Vice President for Quality at MedStar Health with responsibility and accountability for quality improvement across MedStar Health in both the acute and non-acute care arenas.

MedStar is a 4.6 billion dollar enterprise with 10 diverse acute care hospitals across Maryland and D.C. (including Georgetown, Washington Hospital Center, and the National Rehabilitation Institute in the District of Columbia), 150+ other provider sites including nearly 50 primary care practices, a visiting nurse service agency, research institute that is among the top 10 nationally in NIH funding, a nationally acclaimed human factors institute, and a wide array of diverse

ambulatory services. Formerly the Director of Strategic Research Initiatives at the Johns Hopkins Armstrong Institute and an Assistant Professor in the Johns Hopkins Schools of Medicine, Nursing and Public Health, Dr. Goeschel continues to teach at Hopkins as adjunct faculty, and is a frequent speaker both nationally and internationally, with a particular interest in cultivating clinical and administrative leadership to improve the science of health care delivery. She is a Fellow of the American Academy of Nursing and serves on the Leadership Curriculum Expert Development Team Health Services Delivery Division of the for the World Health Organization.

Donald Likosky, PhD

Associate Professor, Cardiac Surgery / Head, Section of Health Services Research and Quality, University of Michigan

Dr. Donald Likosky is an Associate Professor and section head of Health Services Research and Quality in the Department of Cardiac Surgery at the University of Michigan. He previously served as Director of Surgical Registries and Associate Director of the Northern New England Cardiovascular Disease Study Group. A recognized expert in health services research and quality improvement, he has achieved much success in developing and directing regional quality improvement projects and a network of cardiovascular surgical collaboratives. Dr. Likosky is a member of the regional quality committee for the Michigan Society of Thoracic and Cardiovascular Surgeons Quality Collaborative. Dr. Likosky has published widely in the areas of risk prediction and observational epidemiology, and he has expertise in the measurement of health care quality and a growing portfolio of work related to the measurement of expenditures.

Timothy Lowe, PhD, MSW

Principal Research Scientist, Premier, Inc.

Timothy Lowe is Principal Research Scientist, Premier, Inc. He has over 16 years' experience in healthcare analytics and project management, is the inventor of Premier's Waste Index and associated Waste Measures, and the author of over 40 peer-reviewed publications and conference presentations. Dr. Lowe is an acknowledged expert in the field of healthcare overutilization and efficiency and leads Premier's research and development efforts in the identification, measurement and evaluation of healthcare inefficiencies. Dr. Lowe received his undergraduate training in electrical engineering from Hope College and holds MSW (Health Administration/Gerontology) and PhD (Health Services Research) degrees from Rutgers University.

Catherine MacLean, MD, PhD

University of California Los Angeles, David Geffen School of Medicine, Los Angeles, CA

Dr. MacLean is the Staff Vice President of Clinical Quality at WellPoint, Inc., where she leads the Center for Quality Measures and Improvement. Her responsibilities include oversight of the measurement and improvement of clinical quality for WellPoint. Prior to joining WellPoint, Dr. MacLean was an Associate Professor of Medicine at UCLA, physician and health services researcher at the Greater Los Angeles VA Healthcare System and a Natural Scientist at RAND. Her research focused the development and evaluation of quality measures and programs. Dr. MacLean obtained her MD from Washington University, St. Louis. She completed training in internal medicine at Harbor-UCLA, Torrance, CA and in rheumatology at UCLA's Center for the Health Sciences. She obtained her PhD in health services from UCLA's School of Public Health.

Jack Needleman, PhD

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

Jack Needleman, PhD, is a Professor of Health Policy and Management, UCLA School of Public Health. Measures he helped develop have been adopted by NQF, AHRQ and Medicare. A health economist, he has conducted research examining the efficiency of nonprofit and for-profit hospitals and designed or evaluated hospital, physician and nursing home payment systems. Dr. Needleman served on the Steering Committees for two NQF Resource Use Measures committees and TAC for the NQF Hospital Nursing Performance Measure committee. He has PhD in Public Policy from Harvard University. He is a member of the Institute of Medicine.

Steven Pantilat, MD, FAAHPM

Professor of Clinical Medicine, Alan M. Kates and John M. Burnard Endowed Chair in Palliative Care; Director, Palliative Care Quality Network, UCSF Palliative Care Leadership Center, UCSF

Steven Pantilat, MD, is a Professor of Medicine in the Department of Medicine at the University of California, San Francisco, the Alan M. Kates and John M. Burnard Endowed Chair in Palliative Care, and the founding Director of the UCSF Palliative Care Program. Dr. Pantilat is also the Director of the UCSF Palliative Care Leadership Center that trains teams from hospitals across the country on how to establish Palliative Care Services.

Kimberly Rask, MD, PhD

Medical Director, Alliant Health Solutions

Kimberly Rask MD, PhD has been Medical Director for the Georgia QIO since 2008. She provides direction for patient safety initiatives including HAIs, quality data reporting, value-based purchasing and readmission reductions. She also holds joint appointments in the the School of Public Health and School of Medicine at Emory University. Her research and teaching focus on quality improvement and outcomes measurement. She currently serves on national expert panels reviewing value-based purchasing for hospitals, claims-based quality and patient-safety indicators and evidence-based clinical reviews for cardiovascular disease.

Iyah Romm

Director for System Performance & Strategic Investment, Massachusetts Health Policy Commission

Iyah is the Director for System Performance and Strategic Investment at the Health Policy Commission, where he oversees a diverse array of operational (including \$160M in investment funds geared at system transformation) and policy activities (including quality alignment). Prior to joining the HPC, Iyah served in a series of progressive leadership roles in the Massachusetts Department of Public Health focused on quality and patient safety. Iyah's background is in hospital-based improvement, including some clinical training.

Matthew Rousculp, PhD, MPH

GlaxoSmithKline, Research Triangle Park, NC

Matthew Rousculp, PhD, MPH is the Director of Comparative Effectiveness Research & Health Policy Research at GlaxoSmithKline. Matt has over 12 years of industry experience in pharmaceuticals and biologics, including U.S. and global focused roles. Prior to that, Matt was part of various federally funded research centers including the Lister Hill Center for Health Policy and the UAB Injury Control Research Center.

Matt completed his undergraduate studies in Biological Sciences at Rutgers University. He received his MPH in Epidemiology and his PhD in Administration – Health Services from The University of Alabama at Birmingham. Matt has published over 40 manuscripts and book chapters in the area of comparative effectiveness research, health services research, disease burden, and economics including papers in JAMA, Journal of American Geriatrics Society, Value in Health, and Academy of Management Executive.

Matt currently serves on the Health Science Task Force on Good Research Practices – Modeling Studies for the International Society for Pharmacoeconomics and Outcomes Research (ISPOR) and on the Core Committee on Evidence Based Medicine for The Drug Information Association (DIA), including serving as the past Chair for the Comparative Effectiveness Research track at the DIA Annual Meeting. He has served as an adjunct faculty member at The Indiana University

School of Medicine and in the School of Health Professions at The University of Alabama at Birmingham.

Dennis Scanlon, PhD

Professor, Department of Health Policy and Administration, The Pennsylvania State University

Dennis Scanlon is a Professor of Health Policy and Administration at The Pennsylvania State University. He serves as principal investigator for the Robert Wood Johnson Foundation's Aligning Forces for Quality evaluation. Scanlon also serves on the editorial board of several journals, including Health Services Research, Medical Care Research and Review and American Journal of Managed Care. Scanlon earned a master's in economics from the University of Pittsburgh and a doctorate in health services organization and policy from the University of Michigan. Scanlon has published more than 70 journal articles, book chapters, and research briefs in the health services field.

Jeremiah Schuur, MD, MHS, FACEP

Brigham and Women's Hospital, Boston, MA

Jeremiah (Jay) Schuur, MD, MHS, is a practicing emergency physician with a research focus on health care quality and policy. He is the Chief of the Division of Health Policy Translation and the Director of Quality, Patient Safety and Performance Improvement for the Department of Emergency Medicine of the Brigham and Women's Hospital and an Assistant Professor of Medicine (Emergency) at Harvard Medical School. Dr. Schuur chairs the Quality and Performance Committee of the American College of Emergency Physicians, is a member of the Medicare Evidence Development & Coverage Advisory Committee (MEDCAC), and represents Emergency Medicine on the American Medical Association's Physician Council for Performance Improvement (PCPI). Additionally he is a Senior Advisor to the Emergency Medicine Foundation Health Policy Fellowship. Dr. Schuur's current research focuses on developing, implementing and evaluating measures of quality of care and patient safety in emergency medicine, specifically focusing on variation and cost of admissions after emergency department visits and improving infection prevention practices in emergency departments. He is funded by the Agency for Healthcare Research and Quality and the Blue Cross Blue Shield Foundation of Massachusetts and he has published over 40 peer-reviewed manuscripts.

Jeffrey Silber, MD, PhD

Director, Center for Outcomes Research; Professor, Pediatrics, Anesthesiology & Critical Care; Professor, Health Care Management, Children's Hospital of Philadelphia; School of Medicine, University of Pennsylvania; The Wharton School, University of Pennsylvania

Dr. Silber is the Nancy Abramson Wolfson Endowed Chair in Health Services Research at The Children's Hospital of Philadelphia. He is Professor of Pediatrics and Anesthesiology & Critical Care at the PENN Perelman School of Medicine and Professor of Health Care Management at The Wharton School. Dr. Silber helped establish The Children's Hospital of Philadelphia's Center for Outcomes Research in 1997 and has served as its Director since its inception. He is a Pediatric Oncologist and Health Care Economist. An internationally known authority on outcomes measurement and severity adjustment for both adult and pediatric applications, Dr. Silber has created innovative quality and outcomes measures and has published extensively on strengths and weaknesses of specific measures as well as the relationships between patient characteristics, structural characteristics and outcomes.

Alan Speir, MD

Medical Director of Cardiac Surgical Services, Inova Health System, Inova Health System / Cardiac, Vascular & Thoracic Surgery Associates

Dr. Alan Speir has been a cardiac and vascular surgeon in Falls Church, Virginia since 1982 and is one of the founders of his private practice group that includes 17 cardiac, vascular, and thoracic surgeons practicing in 6 hospitals. Dr. Speir has held numerous administrative positions within his health system and is currently the Medical Director of Cardiac Surgery for the Inova Health System. He has maintained a long standing interest in quality processes and outcomes. In 1993, he founded and serves as current Chair of the Virginia Cardiac Surgery Quality Initiative, a voluntary organization of 12 cardiac surgery programs in 18 hospitals that is the only regional quality initiative in cardiac surgery that combines quality outcomes with cost. He has been actively involved with insurers with pay for performance methodology. He is an active leader within the AMA, and his specialty societies, STS, AATS, and STSA, and is involved in numerous committees and boards.

Joe Stephansky

Senior Director, Policy, Michigan Health & Hospital Association

Joseph Stephansky is Senior Director of Policy for the Michigan Health & Hospital Association. His duties include working with major Michigan health insurers on hospital performance metrics and pay-for-performance programs, as well as aligning physician-hospital incentives through alternative payment methodologies; continued study of geographic variability in utilization, working with hospitals on the whys behind observed variation; and examining alternative operational models that may help hospitals achieve quality and efficiency goals. Prior to joining MHA, Mr. Stephansky had ten years of finance experience in a large urban hospital. He received his doctorate in agricultural economics from Michigan State University.

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.

Gregory Wozniak, PhD

Director, American Medical Association

Gregory Wozniak, PhD is Director, Outcomes Analytics, Improving Health Outcomes, American Medical Association (AMA). Dr. Wozniak previously led the Measures Analytics & Economic Evaluation team for the AMA-convened Physician Consortium for Performance[®] (PCPI[™]). He serves as key project staff on projects funded by AHRQ (Children's Health Insurance Program Reauthorization Act - CHIPRA) and CMS (Episode Grouper for Medicare). Since 2009 he has held a position of Adjunct Assistant Professor, General Internal Medicine Feinberg School of Medicine, Northwestern University. Dr. Wozniak received his graduate degree in economics from Iowa State University. He served on the Economics faculty of Loyola University of Chicago, and of University of Tulsa. Previously, Dr. Wozniak held positions in the AMA, Center for Health Policy Research (1992-2004), and served as Director of Health Services Research, at BlueCross-BlueShield Association (2004-2007).

Gary Young, JD, PhD

Professor, Northeastern University

Gary Young is Director of the Northeastern University Center for Health Policy and Healthcare Research as well as Professor of Strategic Management and Healthcare Systems, Northeastern University. Much of his research focuses on performance measurement issues regarding quality of care. He has also published extensively on topics of pay-for-performance and public reporting. His research on quality measurement and improvement has been funded by numerous government agencies and private foundations. He is a recipient of an Investigator Award in Health Policy Research from the Robert Wood Johnson Foundation for his research on the application of pay-for-performance to the health care industry.