



National Voluntary Consensus Standards for Nursing Homes

Dr. David R. Gifford, MD, MPH (Co-Chair)

Director- Rhode Island Department of Health

David R. Gifford, MD, MPH, has devoted much of his career to improving the quality of healthcare, particularly in nursing homes. As a board certified geriatrician, he was Medical Director of several nursing homes and a consultant to Abt Associates on the development of MDS quality measures. While working in the QIO program, Dr. Gifford served as the director of CMS's National Nursing Home Quality Initiative. He has served on two prior NQF committees: the original nursing home measures and the geriatric measures (co-chair). He currently serves as chair of the Public/Community Health Agency Council and as the Director of the RI Department of Health.

Dr. Christine Mueller, PhD, RN, FAAN (Co-Chair)

Associate Professor and Chair- University of Minnesota School of Nursing

Christine Mueller, PhD, RN, FAAN, an Associate Professor at the University of Minnesota, chairs the School of Nursing Adult/Gerontological Health Department and coordinates the GNP specialty. Dr. Mueller has 35 years of gerontological and long-term care nursing administration experience. Her research focuses on nurse staffing, care delivery systems, and long-term care quality. She worked with the National Case-Mix and Quality demonstration project. Her research team developed Minnesota's Medicaid case-mix nursing home reimbursement system. Dr. Mueller is actively engaged in promoting nursing home culture change advocating for nursing home residents' person-directed care.

Ms. Alice Bell, PT, GCS

Director, Clinical Services- Genesis Health Care

Alice Bell, PT, GSC, OCS, a Board Certified Specialist in Geriatric Physical Therapy, is the Director of Clinical Services, Physical Therapy and Clinical Operations Technology Integration for Genesis Rehabilitation Services, which serves over 900 skilled nursing centers, assisted living facilities, hospitals, home health companies, adult day care programs, and outpatient clinics. Ms. Bell is responsible for quality improvement for all Genesis Rehabilitation sites of services, and for the development of electronic clinical documentation. Ms. Bell is currently Vice President of APTA's Section on Geriatrics, and is the APTA appointed representative of the Coalition of Rehab Therapy Organizations, Joint Commission Long Term Care Professional and Technical Advisory Committee.

Mr. Bruce A. Boissonnault, MBA

President/CEO- Niagara Health Quality Coalition

Bruce A. Boissonnault, MBA, is the founding and current President of the Niagara Health Quality Coalition (NHQC), a not-for-profit 501(c)(3) corporation. NHQC is a collaboration of more than 2,000 business, health care, insurance and government leaders, which publishes the New York State Hospital Report Card(SM), the nation's most highly respected hospital quality indicators report of its kind designed to help patients and policy leaders make better health care decisions. NHQC operates www.myHealthFinder.com, an independent credible source of information for consumers. Mr. Boissonnault is dedicated to improving quality of care for healthcare consumers.

Ms. Heidi Gil, NHA, CCM

Senior Director of Continuing Care- Planetree

Heidi Gil, NHA, CCM, has 20 years of experience in long-term and sub-acute operations in for-profit and not-for-profit settings successfully improving financial, clinical, and operational performance. She has led the development of "Planetree Continuing Care", adapting the acute care patient-centered model to the needs of continuing care environments. She is now expanding the Continuing Care network and provides consultation services to affiliates nationally and internationally. Ms. Gil continues to focus on work design modifications, program development, designation processes, and outcome measurement supporting transformational change. Her most recent work has involved establishing a performance measurement system that will allow affiliates to benchmark progress both internally and across organizations.

Dr. Tomas L. Griebing, MD, MPH

Urologist- American Urological Association

Tomas L. Griebing, MD, MPH, is the John P. Wolf 33rd Masonic Distinguished Professor and Vice-Chair of Urology, Faculty Associate in The Landon Center on Aging; and Assistant Dean for Student Affairs at the University of Kansas. Dr. Griebing has extensive experience in geriatric urology, including work in long-term care settings. His MPH thesis focused on urinary and fecal continence recovery after stroke. He has worked on core measure projects for American Urological Association, American Geriatrics Society, and NIDDK regarding incontinence, geriatrics education, and geriatric surgical care. Dr. Griebing was AUA representative to the Physician Consortium for Performance Improvement Workgroup on Osteoporosis.

Sister Mary Rose Heery, RN

Director of Nursing- Mother Angeline McCrory Manor

Mary Rose Heery, RN, has been a Carmelite Sister for the Aged & Infirm for 25 years. She has been a nurse for 26 years in geriatrics and a Director of Nursing in Mother Angeline McCrory Manor in Columbus, Ohio for the past five years. Sister Heery is a Certified Train the Trainer, has worked as a Staff Nurse, Restorative Nurse, Supervisor and Quality Assessment and Assurance Coordinator. She serves as a Board of Director in Saint Patrick's Residence in Naperville IL. She enjoys resident care planning and monitoring resident performance to ensure they meet their highest level of performance.

Dr. Mary Jane Koren, MD, MPH

Assistant VP- The Commonwealth Fund

Mary Jane Koren, MD, MPH is a geriatrician and Assistant Vice President for the Commonwealth Fund's Frail Elders Program. In 1987, she joined the New York State Department of Health as the Director of the Bureau of Long Term Care Services, the state's survey agency. Since coming to the Fund in 2002, Dr. Koren has given invited testimony to congressional committees on nursing home quality, serves on numerous advisory committees and expert panels for CMS and other agencies, and chairs the national steering committee for the Advancing Excellence in America's Nursing Homes Campaign

Mr. Bill Kubat, MSVice President, Resident, Community and Quality Services Division-
The Evangelical Lutheran Good Samaritan Society

Bill Kubat, MS, has served the Evangelical Lutheran Good Samaritan Society for 31 years and currently serves as Vice President of Resident, Community and Quality Services. Mr. Kubat is responsible for providing oversight and direction to a staff whose activities encompass education, survey support and management, new service development, quality assurance, and consulting services in a variety of areas. He has been active nationally and regionally in quality and culture change initiatives. Mr. Kubat graduated from Marquette University in 1974 and received his MS in Aging Studies from the University of North Texas at Denton in 1996.

Ms. Betty MacLaughlin Frandsen, RN, NHA, MHA, C-NE

Vice President of Education and Regulatory Affairs- AANAC

Betty MacLaughlin Frandsen, RN, NHA, BSHCA, has over 30 years of experience in long term care. Ms. Frandsen held the position of Director of Nursing for 14 years, and is a licensed Nursing Home Administrator in Pennsylvania and New York. She served as a Culture Change Consultant to nursing homes in New York, Massachusetts, and Pennsylvania. Betty is past President of NADONAILTC, was a founding member of the Pennsylvania Culture Change Coalition, and served on its Board of Directors. She has expertise in all areas of nursing home operations.

Dr. Diane E. Meier, MD, FACP

Director- Center to Advance Palliative Care

Diane E. Meier, MD, FACP, is the Director of the Center to Advance Palliative Care (CAPC). Under her leadership the number of palliative care programs in U.S. hospitals has more than tripled in the last 5 years. She is Director of the Hertzberg Palliative Care Institute; Professor of Geriatrics and Medicine; and Gaisman Professor of Medical Ethics at Mount Sinai School of Medicine in New York City. Dr. Meier is the recipient of numerous awards, including a MacArthur Fellowship in 2008. She is Principal Investigator of a National Institute of Health/National Cancer Institute funded five-year study on the outcomes of hospital palliative care services in cancer patients.

Dr. Arvind Modawal, MD, MPH, AGSF, FAAFP

Professor of Family and Community Medicine- University of Cincinnati

Arvind Modawal, MD, MPH, AGSF, FAAFP is a board certified Geriatrician and Professor of Clinical Family and Community Medicine at the University of Cincinnati College of Medicine. He is Chief of Geriatrics and director of Palliative Care Consult Service at the Cincinnati VA Medical Center. He is Associate Director of University of Cincinnati/ Reynolds Physician Training Center for Geriatrics. He is a fellow of the American Geriatrics Society, American Academy of Family Medicine, Geriatrics Society of India and also member of a Royal college in London, United Kingdom. He is an alumnus of Harvard University and obtained a master's degree in Clinical Effectiveness from Harvard University School of Public Health. He has research and academic interest in falls and balance disorders, chronic complex disease management in the elderly, dementia care, geriatric assessments, pain management, quality improvement and health informatics. He is active in direct patient care, education, teaching, research and administration.

Ms. Naomi Naierman, MPA

President and CEO- American Hospice Foundation

Naomi Naierman, MPA, is President and CEO of American Hospice Foundation (AHF). Within this role, Ms. Naierman has produced educational tools and workshops on end-of-life care in nursing homes, focusing on people with Alzheimer's disease and other dementia. She is currently working on a training program for nursing home staff to address untreated pain in cognitively impaired nursing home residents. Ms. Naierman co-chaired the NQF Steering Committee that developed A National Framework and Preferred Practices for Palliative and Hospice Care Quality. She serves on NQF's Consumer Council, on the Palliative and End-of-Life Care workgroup and on the Patient Engagement workgroup.

Dr. Kathleen C. Niedert, PhD, MBA, RD, NHA

Director of Clinical Nutrition and Dining Services- Western Home Communities

Kathleen Niedert, PhD, MBA, RD, NHA, a registered dietitian and licensed nursing home administrator, has a record of significant accomplishment in long-term care and geriatric nutrition. As an author, educator/trainer, expert witness, and speaker, Dr. Niedert demonstrates knowledge and understanding concerning evidence-based research, development of performance measures, and quality improvement. She served on the panel of healthcare professionals developing the revised F-tag 325 guidelines and on the committee developing AMDA's Clinical Practice Guidelines for the treatment of anemia in the older adult. Dr. Niedert is currently a Technical Expert Panel member for Quality Insights of Pennsylvania and Centers for Medicare & Medicaid, providing balanced input to the measure contractor on the development, selection, and maintenance of ambulatory outpatient measures to be submitted for NQF endorsement.

Dr. Diane Ordin, MD, MPH

Director, Special Programs- Veterans Health Administration

Diana Ordin, MD, MPH, currently serves as Director of Special Programs in the Office of Quality and Performance at the Veterans Health Administration (VHA). Dr. Ordin is currently developing and operationalizing quality indicators for VHA's community living centers, leading implementation of the NH CAHPS within VHA, and developing measures to ascertain and prevent adverse drug events in the elderly. She developed quality and timeliness measures for stroke, colorectal cancer, and lung cancer, and has provided consultation for measures addressing the entire continuum of care for veterans. Before coming to VHA, Dr. Ordin led national development of CMS's inpatient measures for myocardial infarction and heart failure and participated in development of CMS's Nursing Home Quality Measures. She initiated CMS's first improvement initiative in nursing homes, a project to improve prevention and treatment of pressure ulcers. After leaving CMS, she worked for Quality Partners of Rhode Island, gaining ground-level experience measuring and improving inpatient and outpatient care.

Ms. Patricia A. Rosenbaum, RN, CIC Infection Preventionist- Association for Professionals in Infection Control and Epidemiology

Patricia A. Rosenbaum, RN, CIC, has been involved in long term care for over 22 years and involved in infection control for over 18 years. She is currently an Infection Preventionist and principal of PAR Consulting, LLC. She is President of the APIC chapter devoted to long term care, which she founded in 1991. Ms. Rosenbaum is lead author of Infection Control in Long Term Care in the APIC Text of Infection Control and Epidemiology and has worked as a quality assurance/ infection control resource for a number of prestigious organizations. Ms. Rosenbaum has numerous publication credits and has presented locally and nationally.

Dr. Ronald Shumacher, MD, FACP, CMD

Chief Medical Officer, Evercare- UnitedHealth Group

Ronald J. Shumacher, MD, FACP, CMD, currently serves as Vice President of Clinical Delivery for Ovations and Chief Medical Officer for Evercare by United Healthcare, one of the nation's largest care coordination programs for frail and vulnerable seniors. Dr. Shumacher previously served as Executive Director and market Medical Director for Evercare of the Mid-Atlantic, Evercare Regional Medical Director, and Medical Director for Ovations' AARP Division. Prior to his position within United Health Group, Dr. Shumacher practiced Internal Medicine and Geriatrics in Montgomery County, Maryland and served as the Medical Director of the Holy Cross Rehabilitation & Nursing Center in Burtonsville, Maryland. He has extensive experience as a clinician and Medical Director in skilled nursing facilities, sub-acute rehabilitation, assisted living, and home health. Dr. Shumacher is board certified in Internal Medicine, is a fellow of the American College of Physicians, and a member of the American College of Physician Executives. He is a Certified Medical Director in Long Term Care, having completed the requirements of the American Medical Directors Certification Program. He received his B.A. from Stanford University, his M.D. from the George Washington University School of Medicine and Health Sciences, and completed his training in Internal Medicine at the Georgetown University Hospital in Washington, DC.

Ms. Darlene Anne Thompson, RN, CRRN, NE-BC

Vice President, Clinical Information Systems and Training-
Kindred Healthcare

Darlene Anne Thompson, RN, CRRN, NE-BC, has 35 years of experience in nursing and as worked for Kindred Healthcare over the last 29 years in various clinical and management positions. She has detailed knowledge in the RAI Process, current Quality Measures and is a key developer of clinical measurements for Kindred Healthcare. She is responsible for the integration of clinical practice into policy and procedures. She is the clinical liaison with the Information Technology department in designing clinical measures, providing functional specifications for data capture, trending reports and statistical analysis of MDS data for the Health Care Division.

Prof. Lisa Tripp, JD

Assistant Professor of Law- John Marshall Law School

Lisa Tripp, JD, is an Assistant Professor at Atlanta's John Marshall Law School and a board member of NCCNHR, the National Consumer Voice for Quality Long-Term Care. Professor Tripp teaches health law, including a focus on health quality measures. Professor Tripp is also involved in NCCNHR's efforts to assess the accuracy, use, and effectiveness of quality measures in identifying quality nursing home care. She was formerly an attorney for the U.S. Department of Health and Human Services and litigated many cases involving substandard quality of care in nursing homes. Professor Tripp graduated from George Washington University Law School, with honors.

Dr. Robert A. Zorowitz, MD, MBA, CMD

Medical Director, Village Nursing Home-
Village Care of New York/Village Center for Care, Inc.

Robert Zorowitz, MD, MBA, CMD, is a fellowship-trained board certified geriatrician with over 24 years practice experience in a variety of settings, including hospital, nursing home, home health, hospice and office. Dr. Zorowitz has assumed administrative responsibilities as a medical director in nursing homes and hospices and as a clinical program director in a hospital. With these positions has come the responsibility to oversee or supervise a variety of quality improvement programs, such as INTERACT II (Interventions to Reduce Acute Care Transfers) and the Falls Management Program, a Quality Improvement Initiative for Nursing Facilities created at Emory University, in addition to facility-initiated QI projects.