



Perinatal and Women's Health Standing Committee

COMMITTEE CO-CHAIRS

Kimberly Gregory, MD, MPH

Co-Chair

**Vice Chair Women's Healthcare Quality & Performance Improvement; Dept Ob/Gyn, Cedars Sinai Medical Center
Los Angeles, California**

Dr. Gregory graduated from UCLA with BS in Psychobiology, received MD from Charles Drew University of Sciences & Medicine, completed residency in OB/GYN at Beth Israel Hospital in Boston, and a fellowship in Maternal Fetal Medicine at Women's Hospital, USC in Los Angeles. She received an MPH from Harvard University, and is currently Professor and Vice Chair, Women's Healthcare Quality & Performance Improvement in Department of Ob/Gyn at Cedars Sinai Medical Center. She has received federal and foundation funding for research in women's health and has participated in numerous regional and national health policy advisory boards.

Carol Sakala, PhD, MSPH

Co-Chair

**Director of Childbirth Connection Programs, National Partnership for Women & Families
Washington, DC**

Carol Sakala, PhD, MSPH, is Director of Childbirth Connection Programs at the National Partnership for Women & Families. She fosters use of performance measurement, innovative payment and delivery systems, consumer engagement, and other most promising levers for accelerating reliable provision of high-value maternity care. She is co-investigator of Childbirth Connection's national Listening to Mothers surveys and lead author of major reports, including Evidence-Based Maternity Care and Maternity Care and Liability. She brings a consumer stakeholder perspective to the National Quality Forum's MAP Coordinating Committee, the Learning and Action Network's Clinical Episodes Payment Work Group and many other advisory bodies.

COMMITTEE MEMBERS

J. Matthew Austin, PhD

**Faculty, Johns Hopkins School of Medicine
Baltimore, Maryland**

Dr. Matt Austin is an assistant professor at the Armstrong Institute for Patient Safety and Quality at Johns Hopkins Medicine. His research focuses on performance measurement in healthcare and its use to drive improvements. In his role, he provides strategic guidance to The Leapfrog Group

on performance measures for their Hospital Survey and Hospital Safety Score. Within Johns Hopkins Medicine, Dr. Austin guides the development of safety and quality dashboards and works with each clinical department to identify appropriate quality and safety measures. Dr. Austin earned his Ph.D. in industrial and systems engineering from the University of Wisconsin–Madison.

Jennifer Bailit, MD, MPH

**Clinical Director Family Care Service line, Metrohealth Medical Center
Cleveland, Ohio**

Dr. Jennifer Bailit is a tenured Professor of Reproductive Biology at Case Western Reserve University. Within the MetroHealth System, Dr. Bailit serves as the Clinical Director for the Family Care Service Line, which incorporates all of primary care including women and childrens. Dr. Bailit did her undergraduate work at Brown University and her medical School at Tufts School of Medicine. A native of New England, Dr. Bailit was recruited to Cleveland, CWRU, and MetroHealth 12years ago following her MFM fellowship, Robert Wood Johnson clinical Scholar's program and advanced training in public health at the University of North Carolina, Chapel Hill. Dr. Bailit's passion is to measure and improve the quality of care and outcomes for obstetric patients and the newborns. Her published research on complications of pregnancy and adverse neonatal outcomes has focused on these patient factors as well as policy forces and costly decisions made by physicians that may adversely affect newborns' outcomes - including avoidable c-sections, non-medically indicated iatrogenic deliveries, and failure to prescribe medications that could favorable affect perinatal outcomes. She was a PI on the MFMU's APEX trial looking to create quality measures and has had multiple publications from this dataset. In recognition of her work, she has been invited to provide expert counsel and serve on national and statewide standards-setting bodies, including appointment to Leap Frog, Re-Vitalize, and the Quality and Safety Committee of SMFM.

Amy Bell, DNP, RNC-OB, NEA-BC, CPHQ

**Quality Director, Women's and Children's Services and Levine Cancer Institute, Atrium Health
Charlotte, North Carolina**

Amy Bell, DNP, RNC-OB, NEA-BC, CPHQ is the Director of Quality for Women's and Children's Services and Levine Cancer Institute for Atrium Health formally known as Carolinas HealthCare System (CHS), and has worked for the system for 23 years. She has 19 years of obstetrical experience, with 10 years in the nurse manager role and 6 years of experience in quality improvement. She graduated from Duke University with her Doctor of Nursing Practice and received undergraduate and graduate degrees in nursing from The University of North Carolina at Chapel Hill. She led CHS's improvement initiative for reducing the nulliparous cesarean delivery rate and the obstetrical hemorrhage initiative. Dr. Bell is the leading author on a quality improvement article published in the November 2017 issue of Obstetrics & Gynecology on reducing nulliparous cesarean birth rates across a large health care system. She is interested in improving maternal morbidity and mortality on a global scale. She is a standing member of the National Quality Forum (NQF) Perinatal and Reproductive Health Team and was a 2014 NQF Maternity Action Team member for Early Elective Delivery (EED) rate reduction strategy. She received the 2016 Quality Professional of the Year Award from the North Carolina Association for Healthcare Quality. Dr. Bell was a 2016 National AWHONN Emerging Leader. She has presented nationally at NAHQ, AWHONN, Premier, and IHI and webinars for the CMS's Partnership for Patients and AWHONN.

Tracy Flanagan, MD

**Director of Women's Health and Chair of the Obstetrics and Gynecology Chiefs, Kaiser Permanente
Oakland, California**

Dr. Tracy Flanagan is the Director of Women's Health for Kaiser Permanente Northern California (KPNC) and Chair of the KPNC Obstetrics and Gynecology Chiefs group. Her focus has been on operations, strategy, and performance improvement in the areas of inpatient and outpatient ob/gyn care as well as cross departmental issues that affect women's health. She received her BA in psychology from Barnard College and her MD from Case Western Reserve University. Her past professional experience includes faculty appointment, MediCal Managed Care Director, and Residency Director at University of California, San Francisco, and Medical Director of San Francisco Health Plan.

Gregory Goyert, M.D

**Division Head, Maternal-Fetal Medicine, Women's Health Services, Henry Ford Health System
Detroit, Michigan**

Gregory Goyert, MD, is Division Head of MFM for the Henry Ford Health System. He is chair of the Medical Staff Quality Committee for the Henry Ford Medical Group responsible for oversight of institutional peer review activities. He is co-chair of the Women's Health Services Quality Committee and is a member of numerous committees and initiatives across the Henry Ford Health System devoted to improving patient care, identifying meaningful perinatal metrics, and disseminating best practices. Dr. Goyert was lead author of a landmark study published in the NEJM describing variation in physician behavior leading to disparate cesarean birth rates.

Ashley Hirai, PhD

**Senior Scientist, Maternal and Child Health Bureau, Health Resources and Services Administration
Rockville, Maryland**

Dr. Ashley Hirai is a Senior Scientist at the Maternal and Child Health Bureau, where she applies technical expertise in perinatal epidemiology to inform, monitor, and evaluate various programs and initiatives, including the Title V Block Grant Transformation, the Infant Mortality CoIN, and Healthy Start. Prior to joining MCHB, she completed an Academy Health postdoctoral fellowship at the National Center for Health Statistics. She holds a PhD from the Johns Hopkins Bloomberg School of Public Health and her research has been published in the American Journals of Epidemiology, Public Health, Preventive Medicine, and Obstetrics and Gynecology.

Mambambath Jaleel, MD

**Associate Professor of Pediatrics; Medical Director, Parkland NICU, University of Texas, Southwestern Medical Center, Dallas, TX
Dallas, Texas**

Dr. Mambambath Jaleel is a neonatologist at U.T. Southwestern Medical Center, Dallas, TX with significant interest in improving the quality of newborn care and outcome measures. He completed his fellowship training from Brown University after extensive experience in diverse health systems in four countries. He currently serves as the medical director for a large tertiary care neonatal intensive care unit at Parkland Hospital. His participation in various hospital committees that focus on quality improvement and patient safety is noteworthy. He also has

extensive experience in standardization of electronic medical records across divergent and independent health systems. He has published his work on clinical care guidelines, quality improvement and collaborative implementation of electronic medical records to improve patient safety and outcomes.

Diana Jolles, CNM, MS, PhD

**Quality Chair American College of Nurse- Midwives, American College of Nurse-Midwives
Tucson, Arizona**

Diana R. Jolles began as a National Health Service Corp Scholar in the Rio Grande Valley of South Texas. There, she was mentored in public health innovation, appropriate use, quality measurement and implementation science. Jolles is recognized as a national leader, largely for her development of the Denver Health Medical Center inpatient midwifery service and her directorship of the Family Health and Birth Center in Washington, DC. As faculty for Frontier Nursing University, Jolles teaches innovation, quality and healthcare finance. As a scholar, her research includes evaluation of unwarranted variation in NQF endorsed quality measures within populations of Medicaid beneficiaries.

John Keats, MD, CPE, CPPS, FACOG, FAAPL

**Senior Medical Director, Cigna
Scottsdale, Arizona**

John Keats, MD, attended Brown University's seven-year Program in Medicine, and completed a four year residency in Obstetrics and Gynecology at UCLA Medical Center in 1982. This was followed by three years of active duty as an obstetrician-gynecologist with the Air Force, during which time Dr. Keats achieved board-certification in his specialty and became a Fellow of the American College of Obstetricians and Gynecologists (ACOG). After leaving the military in 1985, Dr. Keats joined Buenaventura Medical Group (BMG) in Ventura, California. He has held various leadership positions within the group and medical community. He has served as chair of the departments of obstetrics and gynecology at two local hospitals. He served several terms on the BMG board of directors, including two years as board chair. Dr. Keats was appointed Medical Director of BMG in 1995. In 2001, he was selected to join the inaugural class of University of California San Francisco's two-year California Healthcare Leadership Fellowship, sponsored by the California Health Care Foundation. In 2002, Dr. Keats was designated a Certified Physician Executive by the Certifying Commission on Medical Management after completing an extensive course of study with the American College of Physician Executives (ACPE). In July 2007, Dr. Keats became President and Medical Director of California HealthFirst Physicians, a multispecialty group in southern California affiliated with Catholic Healthcare West (CHW). In addition he was designated the Medical Director for Perinatal Safety for the CHW system, which includes 32 obstetrical units performing approximately 60,000 deliveries per year. He left CHW in January 2012 to join Cigna Health Plans as Market Medical Executive for the state of Arizona. In 2009, Dr. Keats became an ACPE Fellow in recognition of his many leadership roles in health care. In 2011 he was elected to the board of ACPE and served a four-year term ending in 2015. Dr. Keats is the course director for ACOG's postgraduate course entitled Quality and Safety for Leaders in Women's Health Care. In addition, he serves as a site reviewer for ACOG's Voluntary Review of Quality of Care program and is a member of that program's national steering committee. Dr. Keats is an ex-officio member of ACOG's national Committee on Patient Safety and Quality Improvement, and serves as chair of the steering committee of ACOG's SCOPE program, a certification program for office safety. He remains clinically active, working as an OB hospitalist.

Deborah Kilday, MSN

**Senior Performance Partner, Premier Inc.
Woodstock, Georgia**

With over 30 years in healthcare, Deborah Kilday, MSN, RN has dedicated her career to continuously improving the delivery of care to mothers, infants and children. Through collaboration with national and international thought leaders in an effort to improve patient safety and eliminate preventable harm, Deborah has helped to create reliable structures which support key performance improvement initiatives targeted at improving the quality and value of care delivered. Deborah currently serves as the Premier's Subject Matter Expert for perinatal, neonatal and pediatric populations. She is a nationally recognized speaker and researcher dedicated to enhancing team knowledge and facilitating positive impacts.

Sarah McNeil, MD

**Core Faculty and Director, Contra Costa Medical Center
Martinez, California**

Dr. Sarah McNeil is Core Faculty at the Contra Costa Family Medicine Residency, in Martinez, CA where she leads the reproductive health curriculum, staffs labor and delivery, precepts residents in Family Medicine clinic, and attends Urgent Care clinic. In the spring of 2015, she completed the UCSF Faculty Development Fellowship and has recently been appointed as a Volunteer UCSF Faculty member. Dr. McNeil also serves as the Medical Director of the TEACH Program (Training in Early Abortion for Comprehensive Healthcare), which trains Bay Area Family Medicine residents in contraception, miscarriage management and first trimester abortion. Dr. McNeil co-founded the advanced training and leadership program and subsequently was chosen as the inaugural TEACH Leadership Fellow, through which she completed the Leadership Training Academy with Physicians for Reproductive Health. Dr. McNeil is active in reproductive health advocacy work: she serves as the Contra Costa-Alameda delegate to the CAFP and as a California alternate Women delegate to the National Conference of Constituency Leaders for the AAFP. She has lobbied in Sacramento and on Capitol Hill, and contributed to the public discourse on women's health through numerous editorials and resolutions. Dr. McNeil did her undergraduate studies at Hamilton College, attended Dartmouth Medical School, and then completed her Family Medicine residency at Contra Costa Regional Medical Center in Martinez, CA, where she served as Chief Resident.

Jennifer Moore, PhD, RN

**Executive Director, Institute for Medicaid Innovation
Washington, DC**

Dr. Moore is the founding director of the Institute for Medicaid Innovation where she oversees the research activities of the organization. Within her role, Dr. Moore has been appointed the chair of the Women & Gender Health Advisory Committee at AcademyHealth and serves on the PCORI Reproductive Health Committee and the AHRQ National Healthcare Quality and Disparities Report Workgroup. Dr. Moore comes from AHRQ where she led national women's and maternal child health initiatives, managed PCOR grants, and conducted disparities research. She is a research professor at the University of Michigan Medical School and volunteers as a nurse at an FQHC in D.C. She received her BS in Nursing and her MS and PhD in Health Administration and Health Policy from the University of Michigan.

Kristi Nelson, MBA, BSN

**Women and Newborns Clinical Program Manager, Intermountain Healthcare
Salt Lake City, Utah**

Kristi Nelson is the Women and Newborns Clinical Program manager for Intermountain Healthcare. She is currently the lead for the Cerner EMR implementation. She has experience with W&N workflows and process improvement. As the Data Manager for the W&N Clinical program for over 3 years Kristi was responsible for managing the ongoing integrity of existing data and insuring integration across the organization. She was responsible for analyzing data extraction to verify accuracy and completeness. Kristi has over 30 years clinical expertise in W&N areas including antenatal, L&D, postpartum, well newborn, Newborn Intensive care and research.

Juliet M Nevins, MD MPA

**Medical Director, Aetna
New York, New York**

After residency, Dr. Nevins dedicated six years to private practice in South Jersey. She recently joined Aetna, but transitioned to health care administration as a medical director at Fidelis Care, primarily managing the Medicaid line of business. However, she continues to provide care to patients at Lutheran Medical Center in Brooklyn, New York. Her interests include women's health policy and consumer health literacy. She chairs the American College of Obstetricians and Gynecologists' Industry-Funded Research Fellowship in Adolescent Health Preventive Services Review Committee, is a member of the Association of Health Care Journalists and the National Medical Association (NMA).

Sheila Owens-Collins, MD, MPH, MBA

**Medical Director - Health Equity, Johns Hopkins Healthcare, LLC
Glen Burnie, Maryland**

A Neonatal Perinatal Specialist by training with 15 years of managed care experience as a Vice President of Medical Affairs, Senior Medical Director and Chief Medical Officer. Research interest include issues that contribute to health outcome inequities, payment models to promote physician alignment while promoting quality and efficient delivery of care, and improving the outcomes of high risk pregnancies and high risk newborns. Recently received a post-certification degree in Health Care Informatics from the University of Illinois-Chicago with a special emphasis on data analytics and predictive modeling. A strong advocate of using predictive modeling tools and comprehensive data mining to manage the health of a population and to demonstrate the delivery of high quality, cost effective care.

Cynthia Pellegrini

**Senior Vice President, Public Policy & Government Affairs, March of Dimes
Washington, DC**

As Senior Vice President for Public Policy and Government Affairs, Ms. Pellegrini oversees all March of Dimes advocacy efforts. Ms. Pellegrini serves on the CDC's Advisory Committee on Immunization Practices, the National Quality Forum's Measure Applications Partnership, and the National Campaign on Teen and Unplanned Pregnancy's Public Policy Advisory Group. Previously, Ms. Pellegrini was Associate Director for Federal Affairs at the American Academy of Pediatrics, covering issues including genetics, bioethics, nutrition, obesity, and injury. She also worked for more than a decade on Capitol Hill, including positions as chief of staff and covering health care, women's health, and other issues.

Diana E. Ramos, MD, MPH, FACOG

**Medical Director, Reproductive Health, Los Angeles County Public Health Department
Laguna Beach, California**

Diana E. Ramos, MD, MPH, FACOG serves as the co-chair for the March of Dimes National Hispanic Advisory group, on the board of the California Medical Association Foundation, treasurer for the American Congress of Obstetrics and Gynecology (ACOG) District IX (California), vice-chair of the Latino Physicians of California, and is a Delegate to the American Medical Association for ACOG. Among Dr. Ramos' areas of expertise are health disparities, preconception/interconception health, contraception, and quality improvement. She is currently the principal investigator for LA MOMs (Los Angeles Managing Overweight/Obesity in Moms), a postpartum obesity reduction program for new moms.

Naomi Schapiro, RN, PhD, CPNP

**Professor of Clinical Family Health Care Nursing, Step 2
School of Nursing, University of California, San Francisco
San Francisco, California**

Dr. Schapiro's professional career includes over 40 years in nursing, specializing in the care of children and adolescents for over 25 years. She has worked in underserved communities as a Spanish-speaking pediatric nurse practitioner in school health centers, general pediatric and teen clinics, providing primary care, reproductive health care and integrated behavioral health assessment and management. She also has taught in the University of California – San Francisco Pediatric Nurse Practitioner Program for 15 years, currently serving as a Full Professor of Clinical Family Health Care Nursing. Her research includes family reunification strategies for youth separated from their parents during immigration, use of population level screens in School Based Health Centers to improve care, and the impact of service learning on nurse practitioner education.

Marisa “Mimi” Spalding, JD, MPH

**Policy Analyst, Planned Parenthood Federation of America
Washington, DC**

Marisa “Mimi” Spalding is a policy analyst in Planned Parenthood's Washington, D.C. office, where her work focuses on Medicaid policy at the state and federal levels. Prior to joining PPFA, Mimi was a staff attorney at the National Health Law Program and director of public policy at Physicians for Reproductive Health. Mimi began her career as an If/When/How reproductive justice fellow at the Black Women's Health Imperative, where her work focused on comprehensive reproductive health care for Black women, health care reform, and maternal and child health. Mimi serves on the board of Catholics for Choice. In 2014, she was honored by PPFA as one of their 98 Dream Keepers. She also served as a 2014-2015 CoreAlign Generative Fellow. Mimi received three degrees from the University of Arizona: a B.S. in Family Studies and Human Development with a minor in African American Studies, a M.P.H. in Maternal and Child Health, and a J.D.

Karen Shea, RN, MSN

**Vice President, Maternal Child Services, Anthem, Inc.
Norfolk, Virginia**

Karen Shea is a trained neonatal nurse practitioner and currently Vice President for Maternal Child Services for Anthem, Inc., the country's second largest insurance provider. Ms. Shea provides strategic oversight for all Anthem Maternal and Child Services and operational leadership for the Government Business Division's Maternal and Child programs and services; including utilization management, case management, health promotion, reimbursement policy, contracting, quality and advocacy for pregnant women and newborns. She leads a corporate team of subject matter experts including physician leaders in obstetrics and neonatology. The program serves the needs of more than 291,000 pregnant women and their newborns annually and is active in 26 states. Since joining the organization in 2007, she has developed what was initially envisioned as a NICU program into a comprehensive, collaborative business model serving the preconception and pregnancy health needs of women of child bearing age, their newborns and their providers. Prior to joining Anthem, she held clinical and administrative leadership positions in leading academic medical centers including: Massachusetts General Hospital, Dartmouth-Hitchcock Medical Center, NH, and Children's National Medical Center, DC. She received her Bachelors in nursing from Salve Regina University in Newport, Rhode Island and Masters in Nursing from University of California, Long Beach with certification as a Neonatal Nurse Practitioner. She is the mother of three and hails from the great state of Vermont.

Sindhu Srinivas, MD, MSCE

**Associate Professor and Vice-Chair, Quality, Obstetrics and Gynecology, University of Pennsylvania Health System and Perelman School of Medicine
Philadelphia, Pennsylvania**

Dr. Srinivas is an Associate Professor of Obstetrics and Gynecology, the Director of Obstetrical Services, and the Vice Chair for Quality and Safety for the Department of Obstetrics and Gynecology at the Hospital of the University of Pennsylvania. She is a trained Maternal Fetal Medicine specialist and perinatal epidemiologist. Her current areas of focus include studying and developing obstetric quality measures as well as understanding the impact of practice changes (individual level and system level) on maternal and neonatal outcomes and implementing process improvement bundles with pre-specified evaluation in the areas of hemorrhage and hypertensive disorders of pregnancy. She is deeply committed to improving health outcomes of women and children through her leadership, research, advocacy and clinical work.

Rajan Wadhawan, MD, MMM, CPE, FAAP

**Chief Medical Officer and Medical Director of Neonatology, Florida Hospital for Children
Orlando, Florida**

Rajan Wadhawan, MD, MMM is the Chief Medical Officer for Florida Hospital for Children. He holds a faculty appointment as an Associate Professor in the University of Central Florida, Department of Pediatrics. His clinical and research interests include neonatal nutrition, neonatal outcomes and quality improvement in the NICU. Dr. Wadhawan obtained a Masters in Medical Management degree from Carnegie Mellon University in 2011. He is also board certified in Pediatrics, Neonatal Perinatal Medicine and Medical Management as a Certified Physician Executive (CPE).

Carolyn Westhoff, MD, Msc

**Director of Family Planning and Preventive Services, Sarah Billingham Solomon Professor of Reproductive Health, Columbia University
New York, New York**

Dr. Westhoff leads numerous studies of contraceptive safety and effectiveness and has published over 200 peer-reviewed articles. Interests include contraceptive health services research and contraceptive development. Her group's research on immediate initiation of contraceptives ("quick start") has changed the standard of care. Dr. Westhoff served on the USPSTF for five years. She has served on the Boards of ARHP, The Guttmacher Institute, PPFA, and SFP. She is a member of the Institute of Medicine of the National Academy of Sciences, and is the Editor-in-Chief of the journal Contraception.

Janet Young, MD

**Carilion Clinic, Virginia Tech-Carilion School of Medicine
Roanoke, Virginia**

Janet Young, MD, FACEP, is an Associate Professor of Emergency Medicine at Virginia Tech-Carilion School of Medicine. She is the director of Emergency Ultrasound and Forensic Nursing services for Carilion Clinic, a large, clinic-based medical system in southwest Virginia. She previously served on the 2012 Perinatal and Reproductive Health committee.