

Multi-stakeholder Input on a National Priority: Improving Population Health by Working with Communities



**NATIONAL
QUALITY FORUM**

Committee Orientation Meeting

Tuesday, December 3, 2013

2:00 pm – 3:00 pm ET

Telephone access:

Dial: 1-888-799-5160; Enter Confirmation Code: 15473224

Web Access:

<http://nqf.commpartners.com/se/NQFLogin/>

TROUBLE-SHOOTING GUIDELINES FOR EVENTCENTER TECHNOLOGY:

After trying each of the following steps, try to log into the event/archive again before moving to the next step.

1. Go to www.ec.commpartners.com and click on the Support Tab in the top left, once expanded click "Run Test." You should see a Congratulations message. Click "Click Here" to take the second part of the test. Once the second part is loaded you should hear a pre-recorded audio message. If your browser does not pass the first part of the test, go to www.flash.com to download the required Adobe Flash software. Once at the site, go to the "Downloads" menu at the top and choose "Get Flash Player."
2. If you are already logged into the meeting and experience a problem (slides stop advancing, streaming audio stops/fails, etc.), try clicking the "refresh" button in your web browser. It looks like a circle with arrows.
3. Clear the cache in your web browser. Then close your web browser completely. Open your web browser again and try logging into the event/archive again.
4. It is recommended that you use a PC with Windows and Internet Explorer 7.0 or higher. If you are using a Mac, please use the Safari web browser. With a high speed/broadband internet connect. Wifi is not recommended.
5. Make sure you do not have pop-ups disabled in your internet browser settings.
6. Make sure that your internet browser is Active X enabled.
7. If none of the above steps resolve the issues, direct your web browser to <http://www.getfirefox.com> and download Firefox. Next reinstall the Adobe Flash software by visiting www.flash.com. (See step 1.)
8. If none of these steps are successful, the issue may be related to (a) internal firewall settings, (b) internal internet settings or (c) the speed/capability of your internet connection. You should consult your IT department or internet provider. Please make sure the following the following IP addresses are open:

72.32.161.112 port 80 (web and Flash file delivery)

72.32.200.104 port 80 (web and Flash file delivery)

72.32.221.85 ports 1935, 443, and 80 (Flash RTMP and RTMPT streaming)

66.135.54.165 ports 1935, 443, and 80 (Flash RTMP and RTMPT streaming)

72.32.200.106 ports 1935, 443, and 80 (Flash RTMP and RTMPT streaming)

Table of Contents

IMPORTANT: Trouble-Shooting Guidelines for Web Meeting

| | |
|-------------|--------------------------------|
| Tab 1 | Agenda |
| Tab 2 | Web Meeting Presentation |
| Tab 3 | Final Frameworks |
| Tab 4 | Project Brief |
| Tab 5 | Committee Roster & Biographies |
| Tab 6 | Lead Staff Contacts |

Tab 1

Agenda



Multi-stakeholder Input on a National Priority: Improving Population Health by Working with Communities

Committee Orientation Meeting

Tuesday, December 3, 2013

2:00 – 3:00 pm ET

Instructions for Remote Participation:

Streaming Audio Online

- Direct your web browser to: <http://nqf.commpartners.com/se/NQFLogin/>
- Under “Enter a Meeting,” type the meeting number **408548** and click “Enter.”
- In the “Display Name” field, type your first and last names and click “Enter Meeting.”

Teleconference

Committee Member/Speaker

- Dial **1-888-799-5160** and use confirmation code **15473224**.

Public Participant

- Dial **1-866-309-3375** and use confirmation code **15473224**.

Meeting Materials:

- Agenda
- PowerPoint
- 40 Frameworks chart
- 2-page description of the project
- Committee roster and bios

Meeting Objectives:

- Provide an overview of the project and the desired outcomes from this body of work
- Identify key strategic issues for discussion at the in-person meeting in January

2:00 pm

Welcome and Introductions

Karen Adams, Vice President, Strategic Partnerships, NQF

2:05 pm

Opening Remarks from our Sponsor

Nancy Wilson, AHRQ, Government Task Lead

2:10 pm

Project Overview

Elisa Munthali, Managing Director, Performance Measurement, NQF

- Scope, goals & desired outcomes
- Timeline and deliverables schedule

PAGE 2

- 2:20 pm** **Environmental Scan of Frameworks**
Diane Stollenwerk, Consultant to NQF, President, StollenWerks Inc.
- 2:30 pm Committee Strategic Discussion
- 2:50 pm Public-Private Collaboration: Federal Liaisons
Allen Leavens, Senior Director, Strategic Partnerships, NQF
- 2:55 pm** **Next Steps**
Elisa Munthali
- 3:00 pm** **Adjourn**

Tab 2

Web Meeting Presentation

Multistakeholder Input on a
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NATIONAL
QUALITY FORUM

Committee Orientation Meeting
December 3, 2013
2:00-3:00pm ET

1

Agenda at a Glance

- Welcome and Introductions
- Message from our sponsor
- Project Overview
- Environmental Scan of federal/state/local frameworks
- Committee Member Strategic Discussion
- Public-Private Collaboration: Federal Liaisons
- Next Steps



Welcome and Introductions (See Committee Roster)

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Lead Project Staff



Karen Adams, PhD, MT
Vice President, Strategic Partnerships



Elisa Munthali, MPH
Managing Director, Performance Measurement



Allen Leavens, MD, MPH
Senior Director, Strategic Partnerships



Diane Stollenwerk, MPP
Consultant



Danitza Valdivia
Administrative Manager, Strategic Partnerships

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Message from our Sponsor



Project Overview

National Quality Strategy (NQS)



What is meant by “population health”?



Looking beyond the medical model

- Upstream determinants
 - Behaviors
 - Physical environment
 - Social environment

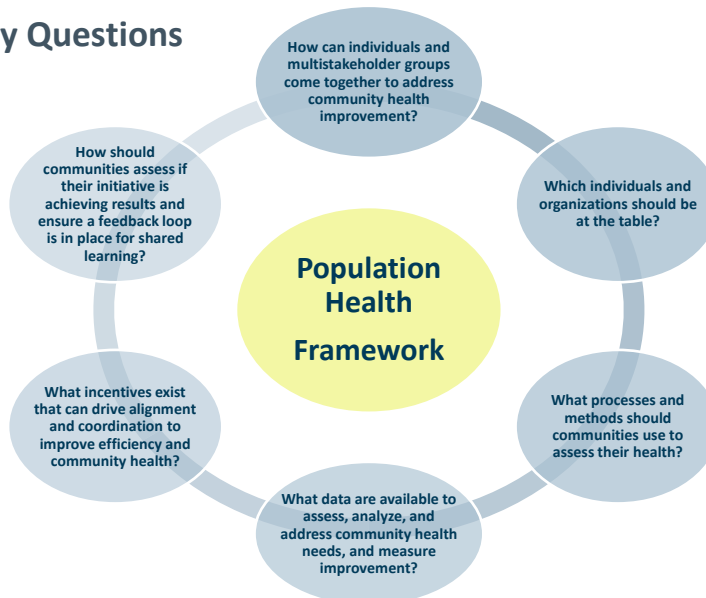
*Jacobson and Teutsch. An Environment Scan of Integrated Approaches for Defining and Measuring Total Population Health by the Clinical Care System, the Government Public Health System, and Stakeholder Organizations. 2012.

Audience, Purpose & Scope

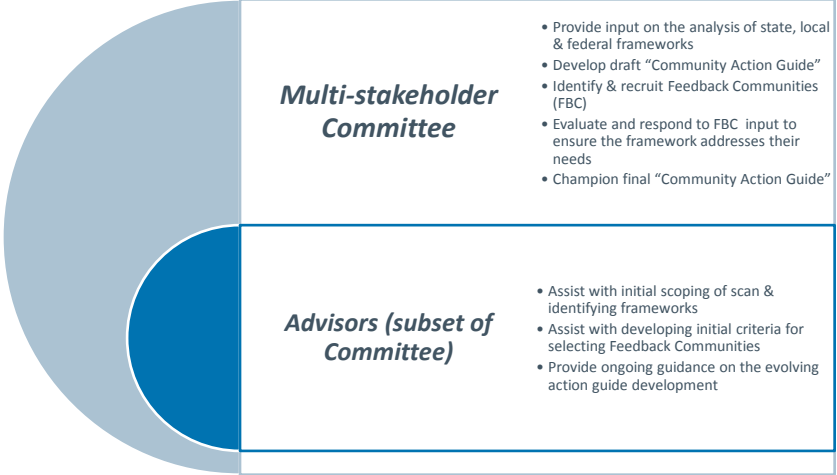


- **Communities, public health- and clinical care systems** need to work collaboratively to improve population health.
- **Shared definitions** and a **common conceptual framework** are needed to ensure better coordination and advance community partnerships.
- **Multistakeholder process** to develop a common framework for communities that will offer **practical guidance to improve population health**.

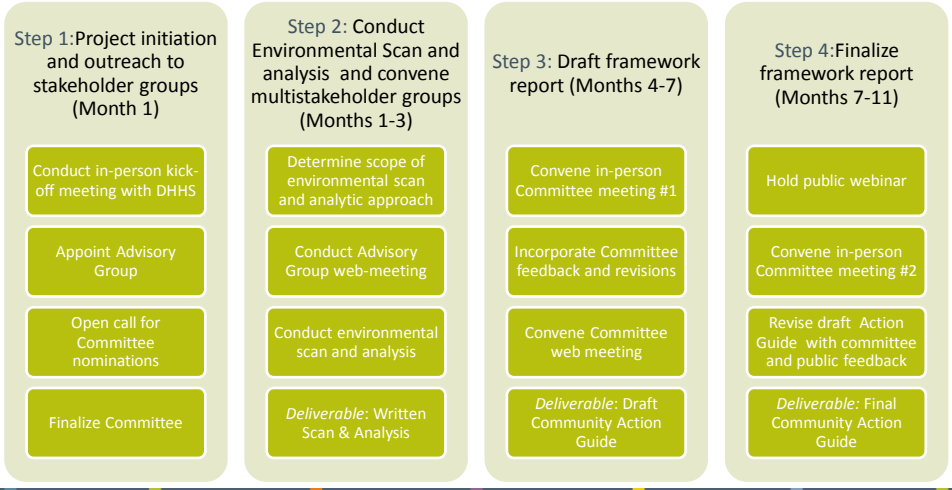
Key Questions



Committee & Advisory Subgroup Roles



Base Year Timeline

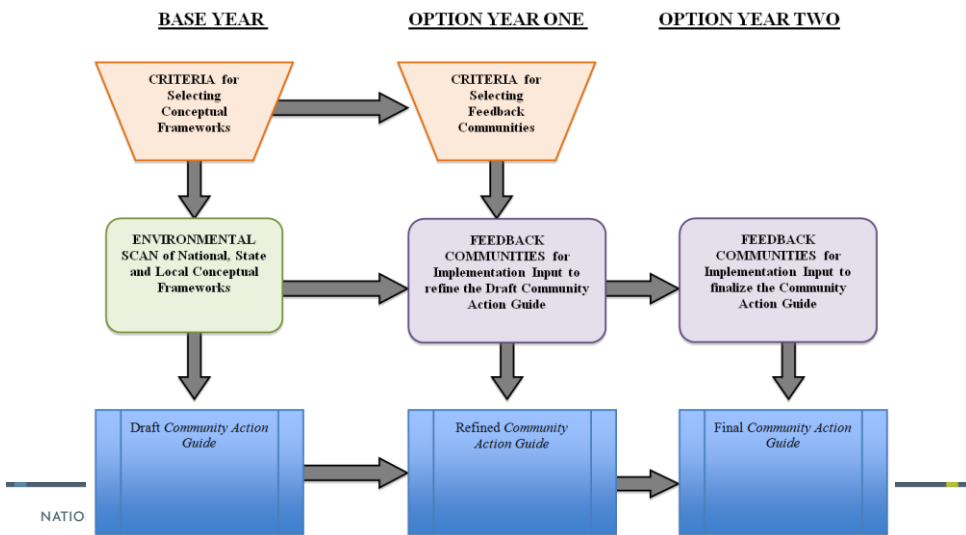




Environmental Scan of Frameworks

NATIONAL QUALITY FORUM 13

Starting with the End in Mind: Connections across Project Deliverables



Selection Criteria: Mix of Frameworks / Initiatives

- Greatest potential impact: addressing high impact needs, topics or conditions
- Across the lifespan: affecting individuals at various stages, birth to end of life
- Geographic diversity: urban / rural, region of the USA
- Disparities & socioeconomic status



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Examining Frameworks and Initiatives

Federal/National

- Department of Health & Human Services
- Department of Defense
- Other federal liaisons (e.g. Departments of Agriculture, Education, HUD, Justice, Labor, and Transportation; VA; EPA; OPM)
- Institute of Medicine reports
- National Quality Forum reports

State and Regional or Community

- References within frameworks or white papers, or mentioned by key stakeholders as outstanding examples
- National programs that drive state action
- National programs that drive local action
- Foundation-funded population health projects

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16

Current Status and Upcoming Action

- *Draft Environmental Scan* is well underway, including analysis of key frameworks and initiatives
 - *Draft Environmental Scan* will be discussed at the January meeting to gather insight to inform the final version
- Next step is to create the *Draft Action Guide*
 - *Environmental Scan* will inform the *Draft Action Guide*
 - Input will be needed on any other vitally important elements that should be considered for the *Action Guide*

- This is an iterative process . . .

Committee Member Strategic Discussion

Discussion Points

- Any clarifying questions on the scope and goals of the project?
- Are there any additional issues we should consider to frame and guide this work?
- Are you engaged in any initiatives we should consider aligning with?
- Other questions?

Public-Private Collaboration: Federal Liaisons

Federal Liaisons

Involving key federal partners

- Considering the varied determinants of health, input from a diverse array of federal liaisons is being sought; this includes representatives from:
 - DHHS – perspectives of public health, health care, minority health, disabilities, health IT, etc.
 - DOD – initiatives to improve health of the military
 - Other federal entities focused on special populations, education, the environment, transportation, etc.

Next Steps

- January 9-10, 2014 in-person meeting of the full committee
- Background materials sent by January 2, 2014, including framework analysis



THANK YOU!
Questions or Comments?
kadams@qualityforum.org

Tab 3

Final Frameworks

Multistakeholder Input on a National Priority: Improving Population Health by Working with Communities

Final Frameworks

| Framework | Framework Developer |
|---|--|
| Project Healthy Grad | AF4Q alliance in W. Michigan and One in 21 Muskegon County |
| Camden Coalition of Healthcare Providers | Camden Coalition of Healthcare Providers |
| ACHI Community Health Assessment Toolkit | CHA, VHA and HCI |
| Healthy Memphis Common Table | Community partners dedicated to improving health and healthcare of people in the greater Memphis area. |
| Operation Live Well | Department of Defense |
| Operation Live Well - Ft. Meade | Department of Defense |
| Vermont Blueprint for Health | Department of Vermont Health Access |
| HHS Action Plan to Reduce Racial and Ethnic Health Disparities | DHHS |
| National Prevention Strategy American's Plan for Better Health and Wellness | DHHS |
| Healthy People 2020 | DHHS |
| National Strategy for Quality Improvement in Health Care | DHHS |
| Clinical-Community Relationships Measures Atlas | DHHS - AHRQ |
| Health Impact Pyramid | DHHS - CDC |
| Community Transformation Grants | DHHS - CDC |
| The Guide to Community Preventive Services | DHHS - CDC and the Community Preventive Services Task Force |
| State Innovation Models Initiative (SIM) - Medicaid and CHIP | DHHS - Center for Medicare & Medicaid Innovation (CMMI) |
| HRSA Public Health Steering Committee Recommendations | DHHS - HRSA |
| Beacon Community Program | DHHS - Office of the National Coordinator (ONC) for Health IT |
| Leading Change: A Plan for SAMHSA's Roles and Actions 2011-2014 | DHHS - SAMHSA |
| Practical Playbook | Duke University Medical Center, the Centers for Disease Control and Prevention, and the de Beaumont Foundation |
| Blue Zones Project | Healthways |
| HCI CHNA System and Healthy Communities Network | Healthy Communities Institute |
| Hennepin Health | Hennepin County |

Multistakeholder Input on a National Priority: Improving Population Health by Working with Communities

Final Frameworks

| | |
|---|--|
| For the Public's Health: The Role of Measurement in Action and Accountability | Institute of Medicine (IOM) |
| Toward Quality Measures for Population Health and the Leading Health Indicators | Institute of Medicine (IOM) |
| Primary Care and Public Health: Exploring Integration to Improve Population Health | Institute of Medicine (IOM) |
| Results-Based Accountability Framework (modified) | Los Angeles County Department of Public Health |
| National Commission on Correctional Health Care: Health Status of Soon-to-be-Released Inmates | National Commission on Correctional Health Care |
| The National Service Frameworks | National Health Service (NHS) |
| Regional Equity Atlas 2.0 and Action Agenda | Oregon Health Care Quality Corporation |
| Healthy Start, Healthy Future for All | P2 Collaborative of Western NY |
| Health In All Policies | Public Health Institute, CA Dept of Public Health, and APHA |
| Family Wellness Warriors Initiative (FWWI) | Southcentral Foundation |
| A Healthier America 2013: Strategies to Move from Sick Care to Health Care in Four Years | Trust for America's Health |
| Green Strides | U.S. Department of Education |
| Moving Healthy: Linking FHWA Programs and Health | U.S. Department of Transportation Federal Highway Administration |
| Let's Move | U.S. Executive Branch with other federal and private partners |
| Roadmaps to Health (County Health Rankings or MATCH) | University of Wisconsin Population Health Institute |
| Tobacco Free Communities | White Earth Nation Tobacco Coalition |
| Pioneering Healthier Communities | YMCA |

Tab 4

Project Brief



**Multistakeholder Input on a National Priority:
Improving Population Health by Working with Communities**

Project Brief

Project Description

Under the guidance of a multistakeholder committee the National Quality Forum (NQF) will develop an evidence-based Community Action Guide that can be used by communities to improve population health. The guide will offer practical guidance on how communities can work with public health and clinical care systems to improve population health and will include shared definitions to ensure better coordination and alignment across these systems.

Project Goals and Scope

Base year (project year one): The base year of this project will include the development of an environmental scan of up to 40 federal, state, and local frameworks including tools, data and measures that are used to improve population health. This work will serve as the foundation of the draft evidence-based Community Action Guide that can be used to assess, plan for, and undertake interventions to address behavioral, social, and environmental determinants of health in communities nationwide.

- Deliverable: First draft of the Community Action Guide

Option year one (project year two): NQF will obtain feedback on the draft framework from up to ten (10) Feedback Communities (FBCs) that desire or are already working to improve population health and are willing to adopt the guide for population health improvements. They will provide input on its usefulness, reliability, barriers with implementation, solutions and other valuable feedback.

- Deliverable: Evolved draft of the Community Action Guide (includes analysis of FBCs' experiences with implementation)

Option year two (project year three): With input from the FBCs and the Committee, NQF will finalize the Community Action Guide. (FBCs and the Committee will work collaboratively to address the concerns raised during option year 1.)

- Deliverable: Final Community Action Guide

Role of the Committee and Advisory Group

In consultation with HHS and through an open and transparent process NQF will convene a multistakeholder group of no more than 25 members with diverse expertise in the areas of population and community health, public health, healthcare, home- and community-based services, social services, purchasers, payers, employers, consumers and consumer advocates, and others who influence population health.

In the base year (project year one), the committee will,

- provide input on the analysis of state, local, and federal frameworks included in the environmental scan; and
- develop the first draft of the Committee Action Guide for implementation in option year one.

In option year one (project year two), the committee will,

- identify and recruit FBCs.

In option year two (project year three), the committee will,

- evaluate and respond to FBCs' input to ensure the guide addresses their needs; and
- champion the Final Community Action Guide.

NQF appointed a small Advisory Group of eight (8) members to guide all stages of the work. This group is a representative subset of the larger multistakeholder committee. The Advisory Group will assist with initial scoping of the environmental scan and identify frameworks in the base year; assist with developing the initial criteria for selecting Feedback Communities in option year one; and provide ongoing guidance on the evolving Community Action Guide development.

Tab 5

Committee Roster & Biographies



Multistakeholder Input on a National Priority: Improving Population Health by Working with Communities—Population Health Framework

Committee Roster

Catherine M. Baase, MD

Dow Chemical Company, Midland, MI

Kaye Bender, PhD, RN, FAAN

Public Health Accreditation Board, Alexandria, VA

Georges C. Benjamin, MD, FACP, FACEP

American Public Health Association, Washington, DC

Christina Bethell, PhD, MBA, MPH

Child and Adolescent Health Measurement Initiative, Portland, OR

Kevin L. Bowman, MD, MBA, MPH

WellPoint, Inc., Baltimore, MD

Debra L. Burns, MA

Minnesota Department of Health, St. Paul, MN

JoAnne M. Foody, MD, FACC, FAHA

Harvard University and Brigham and Women's/Faulkner Hospital, Boston, MA

Beverly Franklin-Thompson, PharmD, MBA

GlaxoSmithKline, Piney Flats, TN

Reneé Frazier, MHSA, FACHE

Healthy Memphis Common Table, Memphis, TN

Rahul Gupta, MD, MPH, FACP

Kanawha-Charleston and Putnam Health Departments, Charleston, WV

Shelley B. Hirshberg, MA

P2 Collaborative of Western New York, Williamsville, NY

Charles J. Homer, MD, MPH

National Initiative for Children's Healthcare Quality, Boston, MA

Paul E. Jarris, MD, MBA

Association of State and Territorial Health Officials, Arlington, VA



Keith C. Kosel, PhD, MHSA, MBA
VHA Inc., Irving, TX

Jeffrey Levi, PhD
Trust for America's Health, Washington, DC

Doris Lotz, MD, MPH
New Hampshire Department of Health and Human Services, Concord, NH

J. Lloyd Michener, MD
Duke University Medical Center, Durham, NC

Doriane C. Miller, MD
Center for Community Health and Vitality of the University of Chicago Medical Center, Chicago, IL

David B. Nash, MD, MBA
Thomas Jefferson University, Philadelphia, PA

Bruce Siegel, MD, MPH
America's Essential Hospitals, Washington, DC

David Stevens, MD
National Association of Community Centers, Bethesda, MD

Matthew Stiefel, MS, MPA
Kaiser Permanente, Oakland, CA

Steven M. Teutsch, MD, MPH
Los Angeles County Department of Public Health, Los Angeles, CA

Julie Trocchio, RN, MS
Catholic Health Association of the United States, Washington, DC



Committee Biographies

Catherine M. Baase, MD, is the Global Director of Health Services for The Dow Chemical Company, with direct responsibility for leadership and management of all Occupational Health, Epidemiology, and Health Promotion programs and staff around the world. In addition to these roles, Dr. Baase drives the Dow Health Strategy for employees, retirees, and their families. She is also involved with health policy and issues management. Previously, Dr. Baase served as Director of Health Care Strategic Planning with direct responsibility for Dow's US health benefit plans. She chairs the Executive Council of the Michigan Health Information Alliance (MIHIA), a multi-stakeholder collaborative dedicated to improving the health of people in central Michigan through the innovative use of information. MIHIA is a Chartered Value Exchange (CVE) as appointed by the Agency for Healthcare Research and Quality (AHRQ). She serves as an officer and is on the Board of Directors for the Partnership for Prevention, an organization dedicated to advancing policies and practices that make disease prevention a national priority.

Kaye Bender, PhD, RN, FAAN, is the President and CEO of the Public Health Accreditation Board, a position she held part-time since January 2009 and currently holds full-time since June 2009. She has over 26 years of experience in public health working at both the state and local levels within the Mississippi Department of Health. Her last position there was as Deputy State Health Officer. Dr. Bender also served as Dean of the School of Nursing and Associate Vice Chancellor for Nursing at the University of Mississippi Medical Center in Jackson. She continues to teach two courses in health systems management and population health as a part-time Professor in the School of Nursing and the School of Health Related Professions at the University of Mississippi Medical Center. Dr. Bender served on the Institute of Medicine study committees for "The Future of the Public's Health in the 21st Century" and "Who Will Keep the Public Healthy." She currently serves as Chair of the APHA Education Board and served as Chair of the Public Health Leadership Society.

Georges C. Benjamin, MD, FACP, FACEP, is well-known in the world of public health as a leader, practitioner and administrator. Dr. Benjamin has been the Executive Director of the American Public Health Association, the nation's oldest and largest organization of public health professionals, since December 2002. He came to that post from his position as Secretary of the Maryland Department of Health and Mental Hygiene. Dr. Benjamin started his medical career in 1981 in Tacoma, WA, as Chief of the Acute Illness Clinic at the Madigan Army Medical Center. A few years later, he moved to Washington, DC, where he served as Chief of Emergency Medicine at the Walter Reed Army Medical Center. After leaving the Army, he chaired the Department of Community Health and Ambulatory Care at the District of Columbia General Hospital. He was promoted to Acting Commissioner for Public Health for the District of Columbia and later directed one of the busiest ambulance services in the nation.

Christina Bethell, PhD, MBA, MPH, is a Professor in the Department of Pediatrics at Oregon Health & Science University and the founding Director of both the Child and Adolescent Health Measurement Initiative (CAHMI) and the National Maternal and Child Health Data Resource Center. Her work to collaboratively design and validate measures of child and family health and healthcare quality has led to over 45 measures endorsed by the National Quality Forum and a range of standardized metrics used in national, state, and local surveys of families. She specializes in patient and family engagement in quality measurement and improvement.



Kevin L. Bowman, MD, MBA, MPH, is a Medical Director at WellPoint in the Center for Quality Measurement and Improvement (CQMI). He is responsible for improving quality of care while reducing costs for WellPoint patients. He manages, designs, and implements programs to improve patient care, reduce costs, and enhance quality performance measures. He represents WellPoint to external organizations and serves on external committees. Dr. Bowman is trained in both clinical medicine and public health, and is board certified in preventive medicine. Additionally, he served as a consultant at the National Committee for Quality Assurance where he advised and participated in various performance measurement projects.

Debra L. Burns, MA, has more than 20 years of experience leading public health policy, planning, and partnership development efforts. She currently directs the Office of Performance Improvement at the Minnesota Department of Health, where she is also responsible for performance management, quality improvement, community health assessment and planning, community engagement, accreditation, public health practice-based research, integrating evidence-based principles and actions into public health practice, and leading the state and local partnership. She served as Director of the Office of Public Health Practice at the Minnesota Department of Health from 2002 to 2010 and Manager of the Health Systems Development Section prior to that appointment.

JoAnne M. Foody, MD, FACC, FAHA, is the Medical Director of the Cardiovascular Wellness Service and Pollin Cardiovascular Wellness Program at Brigham and Women's/Faulkner Hospital. She is an Associate Professor of Medicine at Harvard Medical School and Editor in Chief of the American College of Cardiology's CardioSmart website. Dr. Foody has active national and international roles in cardiac disease prevention and rehabilitation with a particular focus on women and heart disease. Her research has focused on identifying and fostering greater use of clinical strategies that prevent adverse cardiovascular events in people with and without coronary artery disease. Dr. Foody is a Fellow of the American College of Cardiology and the American Heart Association.

Beverly Franklin-Thompson, PharmD, MBA, joined GlaxoSmithKline's Care Management Solutions Department in June of 2012, after 15 years in the managed care industry, most recently as Pharmacy Director for BlueCross BlueShield Tennessee where she successfully led integrated health management strategies to optimize quality related health outcomes. Having witnessed firsthand the opportunities for community health to benefit from cross collaboration during her work with Patient Centered Medical Homes and replicating the "Asheville Project" in other municipalities, Dr. Franklin-Thompson understands the need for innovation and sharing of successes as we work within our communities to develop practical solutions to improve population health.

Reneé Frazier, MHSA, FACHE, is an experienced leader in the healthcare management arena with expertise in hospital operations, managed care, volunteer and community service, health promotion, strategic planning, and organizational excellence. She is known for her advocacy towards greater transparency of healthcare quality indicators and patient experience report cards. She is a strong leader in the Memphis Shelby County community addressing issues of health policy, environmental barriers, health equity and community



engagement which will lead our region to better population health. She currently serves on local and national committees which address quality improvement, health equity, public reporting, and consumer engagement.

Rahul Gupta, MD, MPH, FACP, is Health Officer and Executive Director at Kanawha-Charleston and Putnam Health Departments. He currently holds clinical faculty positions at West Virginia University School of Medicine and University of Charleston's School of Pharmacy. He also serves as medical consulting staff at Charleston Area Medical Center and volunteers clinical services at Health Right. Dr. Gupta is a nationally accomplished public health expert with extensive background in population health leadership and health policy advocacy. With more than 20 years of medical practice, population health and academic experience, Dr. Gupta serves on governing boards of several non-profit organizations including National Association of County and City Health Officials (NACCHO).

Shelley B. Hirshberg, MA, is the Executive Director of the P2 Collaborative of Western New York and the Project Director of the Robert Wood Johnson Foundation Aligning Forces for Quality (AF4Q) initiative in Western New York, one of 16 communities throughout the country. Previously she was President of Physician Advocates LLC, a consulting company involved with medical practices and non-profit organizations. Ms. Hirshberg created Physician Advocates LLC in 2000 and sold the business in 2006 to a local compliance professional. With more than 30 years of experience in Healthcare Administration and non-profit management, Ms. Hirshberg served as CEO of Planned Parenthood of Buffalo & Erie County and served in four different administrative roles at the Millard Fillmore Health System over a 10-year period. In addition to her professional accomplishments, Ms. Hirshberg sat on over 20 boards during the past 30 years.

Charles J. Homer, MD, MPH, is President and CEO of the National Initiative for Children's Healthcare Quality, an action oriented organization headquartered in Boston, MA, exclusively dedicated to improving the quality of healthcare for children. He is an Associate Professor of the Department of Society, Human Development and Health at the Harvard University School of Public Health and an Associate Clinical Professor of Pediatrics at Harvard Medical School. He was a member of the third US Preventive Services Task Force from 2000-2002 and served as Chair of the American Academy of Pediatrics Steering Committee on Quality Improvement and Management from 2001-2004. He obtained his bachelor's degree from Yale University, his medical degree from the University of Pennsylvania, and a master's degree in public health from the University of North Carolina at Chapel Hill.

Paul E. Jarris, MD, MBA, is Executive Director of the Association of State and Territorial Health Officials (ASTHO), a national nonprofit organization that represents public health agencies of the United States, the US territories and freely associated states, and the District of Columbia, as well as the 120,000 public health professionals these agencies employ. Dr. Jarris served as Vermont's state health official from 2003 to 2006. His past leadership positions include Medical Director for Vermont's largest nonprofit HMO, President of Vermont Permanente Medical Group and CEO of Primary Care Health Partners. He is certified by the American Board of Family Medicine and is a member of the Institute of Medicine's Board on Health Sciences Policy.

Keith C. Kosel, PhD, MHSA, MBA, is Vice President of the Center for Applied Healthcare Studies at VHA, Inc. Dr. Kosel's responsibilities include overseeing the design, development, and implementation of qualitative and



quantitative research studies involving clinical quality, patient safety, and patient experience. His work focuses on understanding knowledge transfer paradigms and how these can be used to enhance clinical quality initiatives at VHA member organizations. Dr. Kosel's prior role at VHA was as Head of the Performance Analytics Area where he was responsible for all aspects of measurement, methodology, and analytics. He has designed numerous surveys and assessment tools used to measure employee engagement, organizational preparedness, clinical performance, and patient safety. Prior to joining VHA in 2000, Dr. Kosel was Director of Clinical Programs at Blue Cross Blue Shield of Michigan, where he designed and oversaw disease management and case management programs for Ford, General Motors, and Daimler-Chrysler.

Jeffrey Levi, PhD, is Executive Director of Trust for America's Health, where he leads the organization's advocacy for a modernized public health system. Dr. Levi has authored reports and testified before Congress on disaster preparedness, environmental health, chronic disease, and the obesity epidemic. He is also an associate professor in the Department of Health Policy at the George Washington University School of Public Health and Health Services, where his research has focused on HIV/AIDS, Medicaid, and integrating public health with America's health care system. He served as an Associate Editor of the American Journal of Public Health and was Deputy Director of the White House Office of National AIDS Policy. He has appeared as an expert commentator on CNN, ABC, NBC, CBS, and Bloomberg TV.

Doris Lotz, MD, MPH, is the Chief Medical Officer for the State of New Hampshire where she provides guidance for Medicaid policies, programs, and strategic planning; oversight to quality improvement, clinical services, and managed care; and balances clinical and business priorities. Dr. Lotz advocates for quality measurement and evidence-based improvements in healthcare delivery. Dr. Lotz completed her medical degree at The Ohio State University, and residencies in Emergency Medicine at Harbor-UCLA Medical Center, and Preventive Medicine at Johns Hopkins University. She currently serves as Co-Chair of the Patient Centered Outcomes Research Institute's Improving Healthcare Systems Advisory Group and served as National Chair of the Medicaid Medical Directors Network.

J. Lloyd Michener, MD, is Professor and Chairman of the Department of Community and Family Medicine, and Director of the Duke Center for Community Research. Throughout his career, Dr. Michener has served as President of the Association for Prevention Teaching & Research, Chair of the Council of Academic Societies of the Association of American Medical Colleges, and a member of the Board of the Association of Academic Medical Colleges, the Association of Departments of Family Medicine, and the National Patient Safety Foundation Board of Governors. Dr. Michener is also Co-Chair of the National Institutes of Health's Community Engagement Steering Committee and a member of the Centers for Disease Control and Prevention Foundation Working Group on Public Health and Medical Education. Dr. Michener has focused on finding ways of making healthcare work better through teams, community engagement, and practice redesign. He has overseen the Obesity/Chronic Disease Prevention Programs of the Kate B. Reynolds Trust, a program designed to lower chronic disease rates in low-income areas across North Carolina, and the obesity prevention programs of the North Carolina Health and Wellness Trust Fund.

Doriane C. Miller, MD, is the Inaugural Director of the Center for Community Health and Vitality at the University of Chicago Medical Center. The Center for Community Health and Vitality's mission is to improve



population health outcomes for residents on the South Side of Chicago through community-engaged research, demonstration, and service models. Dr. Miller joined the University in January 2009. Dr. Miller also brings over 20 years of experience as a community-based primary care provider who has worked with under-served, minority populations with a special interest in behavioral health.

David B. Nash, MD, MBA, is the Founding Dean and Professor of Health Policy at the Jefferson School of Population Health (JSPH). JSPH provides innovative educational programming designed to develop healthcare leaders for the future. Its offerings include Masters Programs in Public Health, Health Policy, Healthcare Quality and Safety, and Chronic Care Management. A board certified internist, Dr. Nash is recognized for his work in outcomes management, medical staff development and quality-of-care improvement. Currently, he is Editor-in-Chief of four major national journals.

Bruce Siegel, MD, MPH, has an extensive background in healthcare management, policy, and public health. Dr. Siegel is President and CEO of America's Essential Hospitals (formerly the National Association of Public Hospitals and Health Systems). Before joining America's Essential Hospitals, he served as Director of the Center for Health Care Quality and Professor of Health Policy at The George Washington University School of Public Health and Health Services. He also previously served as President and CEO of two of the largest healthcare systems in the United States and Commissioner of Health for the State of New Jersey. Dr. Siegel is a leader on quality and equity conducting projects for the Robert Wood Johnson Foundation, the Commonwealth Fund, the California Endowment, and the Agency for Healthcare Research and Quality.

David Stevens, MD, is Associate Medical Director and Director of the Quality Center at National Association of Community Health Centers (NACHC). Dr. Stevens is a clinician and medical expert on policy initiatives to foster quality improvement in areas such as chronic disease management, clinical measures, data collection, and pediatric immunizations. Dr. Stevens is also a Research Professor at The George Washington University School of Public Health and Health Services' Department of Health Policy. He served as Senior Medical Expert for Quality Improvement at the Agency for Healthcare Research and Quality (AHRQ) from 2003 until his appointment at NACHC. He was also Acting Chief of the Clinical Quality and Professional Management Branch of the Bureau of Primary Health Care (BPHC).

Matthew Stiefel, MS, MPA, is the Director of the Center for Population Health in Kaiser Permanente's (KP) Care Management Institute and is a faculty member for the Institute for Healthcare Improvement (IHI) Triple Aim. He joined KP in 1981 as a Medical Economist and later held management positions in the Northwest, directing planning, marketing, and medical economics. Prior to KP, he served as a Policy Analyst on the Carter Administration's Domestic Policy Staff and in the US Department of Health, Education, and Welfare. He has an MS in epidemiology from the Harvard School of Public Health, an MPA from the Wharton School, and a BA in psychology from Stanford.

Steven M. Teutsch, MD, MPH, is the Chief Science Officer of the Los Angeles County Department of Public Health as of February 2009. Previously, he was Executive Director, Outcomes Research and Management Program at Merck, as well as Director of the Division of Prevention Research and Analytic Methods, and Director of the Division of Surveillance Epidemiologic Studies at the Centers for Disease Control and



Prevention. He has served on the US Preventive Services Task Force, Community Guide Task Force, the Medicare Evidence Development and Coverage Advisory Committee (CMS), and on multiple Institute of Medicine committees. He has appointments at University of California, Los Angeles (UCLA) and University of Southern California (USC) and has published over 200 articles and eight books.

Julie Trocchio, RN, MS, is Senior Director of Community Benefit and Continuing Care at the Catholic Health Association (CHA) of the United States. She is based in CHA's Washington, DC office. Ms. Trocchio carries out programmatic and advocacy activities related to community benefit, tax exemption, environmental sustainability, and long-term care. She is also the CHA liaison to the executives of state Catholic health associations and conferences. Before joining CHA in 1988, she was Director of Delivery of Services at the American Health Care Association in Washington, DC, a nonprofit organization that represents long-term care facilities. Ms. Trocchio was also a public health nurse for the Montgomery County Health Department in Rockville, MD, and has worked as a staff nurse for a hospital and nursing home facility.

Tab 6

Lead Staff Contacts



Multistakeholder Input on a National Priority: Improving Population Health by Working with Communities

| NAME | TITLE | CONTACT INFORMATION | ROLE |
|-------------------|---|----------------------------|--|
| Karen Adams | Vice President, National Priorities | kadams@qualityforum.org | Strategic guidance & HHS point person |
| Allen Leavens | Senior Director, Strategic Partnerships | aleavens@qualityforum.org | Research/ analytics for scan & evidence-based framework. Liaison to NQF-MAP. |
| Elisa Munthali | Managing Director, Performance Measurement | emunthali@qualityforum.org | Committee support & oversight. Liaison to NQF-CDP. |
| Diane Stollenwerk | President, StollenWerks Inc. Consultant with extensive community-based expertise. | diane@stollenwerks.com | Environmental scan analysis & evidence-based framework development. |
| Danitza Valdivia | Administrative Manager | dvaldivia@qualityforum.org | Overall project management |

All contacts can be reached at National Quality Forum's office on 202-783-1300.