

BIOS FOR THE MAP CLINICIAN WORKGROUP

CHAIR (VOTING)

Mark McClellan, MD, PhD

Mark McClellan is senior fellow, director of the Engelberg Center for Health Care Reform, and Leonard D. Schaeffer Chair in Health Policy Studies at the Brookings Institution. Established in 2007, the Engelberg Center provides practical solutions to achieve high-quality, innovative, affordable health care with particular emphasis on identifying opportunities on the national, state and local levels. A doctor and economist by training, McClellan has a highly distinguished record in public service and academic research. He is a former administrator of the Centers for Medicare & Medicaid Services (CMS) and former commissioner of the Food and Drug Administration (FDA). He also served as a member of the President's Council of Economic Advisers and senior director for health care policy at the White House. Previously, McClellan served in the Clinton administration as deputy assistant secretary of the Treasury for economic policy, where he supervised economic analysis and policy development on a range of domestic policy issues. McClellan also served as an associate professor of economics and associate professor of medicine with tenure at Stanford University, where he directed Stanford's Program on Health Outcomes Research; was associate editor of the Journal of Health Economics; and co-principal investigator of the Health and Retirement Study (HRS), a longitudinal study of the health and economic status of older Americans. He has twice received the Kenneth J. Arrow Award for Outstanding Research in Health Economics. From time to time, McClellan advises U.S. government officials on health care policy issues. In his capacity as a health policy expert, he is the co-director of the Bipartisan Policy Center's Leaders' Project on the State of American Health Care; co-chair of the Robert Wood Johnson Foundation Commission to Build a Healthier America; and chair of the FDA's Reagan-Udall Foundation. McClellan is also co-chair of the Quality Alliance Steering Committee, sits on the National Quality Forum's Board of Directors, is a member of the Institute of Medicine of the National Academy of Sciences, and is a research associate at the National Bureau of Economic Research. McClellan holds an MD from the Harvard University–Massachusetts Institute of Technology (MIT) Division of Health Sciences and Technology, a PhD in economics from MIT, an MPA from Harvard University, and a BA from the University of Texas at Austin. He completed his residency training in internal medicine at Boston's Brigham and Women's Hospital, is board-certified in Internal Medicine, and has been a practicing internist during his career.

ORGANIZATIONAL MEMBERS (VOTING)

AMERICAN ACADEMY OF FAMILY PHYSICIANS

Amy Mullins, MD, FAAFP

Amy Mullins currently serves as the Medical Director for Quality Improvement for the American Academy of Family Physicians. The AAFP represents 110,600 family physicians, family medicine residents, and medical students nationwide. Mullins has 14 years of experience as a family physician,

including administrative expertise focused on practice transformation to the patient-centered medical home model of care. She most recently served as both a practicing family physician and as medical director at Trinity Clinic in Whitehouse, Texas, where she worked from 2002 to 2013. During her tenure there, Mullins helped lead the practice to achieve level III patient-centered medical home recognition from the National Committee on Quality Assurance, a not-for-profit, independent organization dedicated to improving health care quality by offering a variety of services, including accreditation, certification, and recognition programs. Mullins also served as a physician champion for the entire Trinity Mother Frances Health System where she facilitated system-wide medical home implementation, including a nurse navigation and care coordination program. She received the System's Award for Excellence in Innovation in 2012. Mullins's current responsibilities with the AAFP include liaison work with other national organizations in the quality arena, as well as national-level policy and advocacy work emphasizing the PCMH. She also actively participates in the development, deployment, and implementation of performance measures. Mullins has spoken extensively on the topics of patient engagement, team work in primary care, and physician engagement in transforming one's practice to become a PCMH. A native of Texas, she earned her Bachelor of Science degree in biology at Abilene Christian University and her medical degree from the University of Texas Medical Branch at Galveston. She is board certified by the American Board of Family Medicine and has the AAFP Degree of Fellow, an earned degree awarded to family physicians for distinguished service and continuing medical education.

AMERICAN ACADEMY OF NURSE PRACTITIONERS

Diane Padden, PhD, CRNP, FAANP

Dr. Padden is Vice President for Research, Education and Professional Practice at AANP. Prior to AANP she was an Associate Professor at the Uniformed Services University (USU) in Bethesda, MD where she held several leadership positions. Dr. Padden has been a Family Nurse Practitioner since 1994 practicing in both private and public settings with a focus on health promotion and health prevention of the entire family. She has conducted several research studies focusing on stress, coping and health promoting behaviors in spouses of service members. She is an expert in education and curriculum design with over fourteen years' experience in nurse practitioner education. She is a site evaluator for the Commission on Collegiate Nursing Education (CCNE) conducting accreditation visits at Schools of Nursing seeking accreditation. She has inducted as a Fellow in the American Association of Nurse Practitioners in 2010. She received outstanding research abstract for AANP in 2011 and holds several other teaching awards. Dr. Padden received her BSN from the State University of New York, her master's degree from Emory University, and her PhD from The Catholic University of America.

AMERICAN COLLEGE OF CARDIOLOGY

Paul Casale, MD, FACC

Paul N. Casale is a practicing physician, Clinical Professor of Medicine at Temple University School of Medicine and Senior Scholar in health policy at Jefferson Medical College. He is a distinguished clinician, teacher, and researcher dedicated to providing high quality care to patients. He has published extensively on cost and disparities in health care, disease management strategies and risk factor identification. Throughout his career, he has been involved in efforts to improve quality while

controlling costs, contributing to these efforts at both the local, state and national levels. He serves as Medical Director of Quality for Lancaster General Health where he leads the organization's efforts to improve healthcare quality and safety. In 2004, Dr. Casale was appointed by the Governor of Pennsylvania to the state's Health Care Cost Containment Council. He continues to serve as a member of the Council and is currently the Chair of its Data Systems Committee. As a member of the Board of Trustees of the Pennsylvania Medical Society, Dr. Casale served as Chairman of the Health Care Cost and Quality Committee. At the national level, Dr. Casale is currently a member of the National Advisory Council of the Agency for Healthcare Research and Quality. In addition, he is a strong proponent of the ACCF's ongoing efforts to improve the quality of cardiovascular patient care. Dr. Casale is the current Chair of the PINNACLE Registry Steering Committee, the nation's first registry for ambulatory cardiac care, and Chair of the ACC Partners in Quality Committee. He serves on the Advisory Group to the Coalition to Reduce Racial & Ethnic Disparities in Cardiovascular Outcomes.

AMERICAN COLLEGE OF EMERGENCY PHYSICIANS

Bruce Auerbach, MD, FACEP

Dr. Auerbach is Vice President and Chief of Emergency and Ambulatory Services and Associate Medical Director at Sturdy Memorial Hospital in Attleboro, Massachusetts. He is Board-certified in emergency medicine and a Fellow of the American College of Emergency Physicians (ACEP). He is Past President of the Massachusetts Medical Society and Massachusetts College of Emergency Physicians and is past Chair of ACEP's Quality and Performance Committee. He currently serves on the AMA PCPI Executive Committee, is co-Chair of ACEP's Delivery System Reform Task Force, Chairs the Massachusetts Hospital Association's Clinical Issues Advisory Council and serves on its Board. He is State Lead for the State Action on Avoidable Rehospitalizations (STAAR) and a member of the State's Care Transition Steering Committee. He is on the Board of the Coverys Malpractice Insurance company and Chair of the Board of the Albert Schweitzer Fellowship Program, an organization dedicated to reducing health disparities and underserved communities. He has appointments at the Harvard School of Public Health, the Department of Community Medicine at Tufts University School of Medicine and the Division of Emergency Medicine at the University of Massachusetts Medical School. A native of Philadelphia, Dr. Auerbach received his medical degree from Temple University where he met his wife Robin Richman, MD.

AMERICAN COLLEGE OF RADIOLOGY

David Seidenwurm, MD

David Seidenwurm was raised in New York City. He majored in Philosophy as an undergraduate at Stanford, and concentrated in Neuroscience at the Harvard Medical School. After Internship at Kaiser Foundation Hospital in San Francisco and Diagnostic Radiology Residency at Stanford he was a Fellow in Neuroradiology at New York University. Subsequently, he was acting Director of Neuro MRI at NYU and Assistant Professor at UCSF. He has been a Neuroradiologist at Radiological Associates of Sacramento since 1991, comprised of 63 radiologists imaging facilities, teleradiology, radiation oncology and multispecialty services. Previously, he has served as Chief of Diagnostic Imaging and Radiation Oncology at Sutter Medical Center, Sacramento. He director and past president of California Managed Imaging. Dr. Seidenwurm has been an active contributor to the medical literature as Associate Editor of Radiology

and a member of the Editorial Board of Diagnostic Imaging. He has authored numerous peer reviewed scientific papers, consensus statements, and editorial commentaries. His writing has appeared in publications ranging from JAMA to The New Yorker and The National Review. At present, Dr. Seidenwurm holds numerous leadership positions related to medical quality improvement and consensus development. He is co-chair of the AMA Physicians Consortium committees developing Performance Measures for Stroke, Radiology and Radiation Exposure, previous Chairman of the American College of Radiology Neurological Imaging Appropriateness Criteria Expert Panel and Chairman of the American Society of Neuroradiology Quality, Safety and Value committee. He is past Secretary of the American Society of Neuroradiology.

AMERICAN SPEECH-LANGUAGE-HEARING ASSOCIATION

Robert Mullen

Biography currently unavailable.

ASSOCIATION OF AMERICAN MEDICAL COLLEGES

Joanne Conroy, MD

As Chief Health Care Officer, Joanne M. Conroy, M.D., focuses on the interface between the health care delivery system and academic medicine, paying particular attention to how health care in academic settings can address quality-of-care and patient-centered care issues. Dr. Conroy represents the interests of approximately 400 major teaching hospitals and health systems, including 64 Veterans Affairs medical centers, through the AAMC Council of Teaching Hospitals and Health Systems in addition to overseeing the Group on Faculty Practice, Group on Resident Affairs, Chief Medical Officers Group, and the Compliance Officers Forum. Dr. Conroy started her career in Charleston SC as Chair of Anesthesia and Perioperative Medicine, VPMA of the University Hospital and Senior Associate Dean of the College of Medicine at MUSC. From 2001-2008 she served as Executive Vice President of Atlantic Health System, Chief Operating Officer and President of Morristown Memorial Hospital in Morristown, New Jersey. In those roles, Dr. Conroy gained an understanding of health system operations, hospital-physician relationships, and collaborative partnerships among the various elements of academic health systems. Dr. Conroy earned her B.A. degree in chemistry from Dartmouth College, and was awarded her M.D. degree from the Medical University of South Carolina.

CENTER FOR PATIENT PARTNERSHIPS

Rachel Grob, PhD

Rachel Grob, PhD, MA, is currently Director of National Initiatives and Scholar in Residence at the Center for Patient Partnerships (CPP), University of Wisconsin-Madison. Rachel's work at the CPP is focused on enhancing the capacity of patients to influence state and federal health policy, and on understanding and improving responsiveness of the health care system to consumers' experiences. She is also leading an array of research and field-building initiatives. Prior to joining the CPP in 2011, Rachel was Associate Dean of Graduate Studies, Director of the Child Development Institute, and Health Advocacy Program faculty member at Sarah Lawrence College. She is also an investigator in health policy research, Robert Wood Johnson Foundation, 2006-2011. Her publications include articles and book chapters on advocacy

and parental/patient perspectives on clinical issues, and her co-edited volume titled *Patients as Policy Actors* was published in 2011 by Rutgers University Press. She holds degrees from Wesleyan University (B.A.), Sarah Lawrence College (M.A. in Health Advocacy), and City University of New York Graduate Center (Doctorate in sociology).

CIGNA

David Ferriss, MD, MPH

David Ferriss is Cigna HealthCare's National Medical Director for Network Clinical Performance Evaluation. As the Medical Director focused on the measurement of hospital and physician performance, Dr. Ferriss provides physician leadership to the development of improved methods of measuring quality and cost-efficiency in its hospital and physician networks. Dr. Ferriss has over thirty years of experience as a practicing physician and medical executive. During his eighteen-year tenure with Cigna, Dr. Ferriss has served as Medical Director for Cigna HealthCare of Colorado, Associate National Medical Director for Cigna HealthCare, as the Specialty Medical Director responsible for Cigna's disease management, transplant management, and health facilitation programs, as a National Accounts Sales Medical Executive, as Medical Officer for Clinical Program Development and as Medical Executive for Lifestyle Medicine. He has also held medical leadership positions with Prudential Healthcare and Quorum Health Resources, a hospital management and consulting company. Dr. Ferriss received his medical degree from Tulane Medical School and completed residency training in family practice at the University of Mississippi and in preventive medicine at UCLA where he received a Master of Public Health degree. He also completed a postdoctoral fellowship in health services research at The Bloomberg School of Public Health of The Johns Hopkins University. He is board-certified in preventive medicine.

CONSUMERS' CHECKBOOK

Robert Krughoff, JD

Robert M. Krughoff is founder and president of Center for the Study of Services/Consumers' CHECKBOOK (CSS/CHECKBOOK), an independent, nonprofit consumer organization founded in 1974. The organization publishes local versions of Consumers' CHECKBOOK magazine in seven major metropolitan areas (Seattle/Tacoma, Boston, Chicago, Minneapolis/St. Paul, Philadelphia, San Francisco/Oakland/San Jose, and Washington, DC). The magazine evaluates local service providers ranging from auto repair shops to plumbers to various types of health care providers. CHECKBOOK also has nationally distributed publications and websites to help consumers find quality and save money, including: *Guide to Top Doctors*, *Consumers' Guide to Hospitals*, *Guide to Health Plans for Federal Employees*, and *checkbook.org/patientcentral* (which has patient experience ratings of individual physicians). Krughoff also has a role in the work CSS/CHECKBOOK does in survey design, implementation, analysis, and reporting for large-scale surveys in the health care field, including CAHPS surveys of members about health plans and of patients about physicians. Before founding CSS/CHECKBOOK, Krughoff served in the U. S. Department of Health, Education, and Welfare as Director of the Office of Research and Evaluation Planning and as Special Assistant to the Assistant Secretary for Planning and Evaluation. Krughoff is a

graduate of Amherst College and the University of Chicago Law School, where he was an associate editor of the *Law Review*.

KAISER PERMANENTE

Amy Compton-Phillips, MD

Amy Compton-Phillips is a Midwestern born, East Coast trained and West Coast by nature internist, now serving as physician leader of Quality for the Permanente Federation, the physician arm of Kaiser Permanente. Knowing that efficient, effective, reliable, compassionate care is what patients deserve, is what keeps her motivated to support KP in living up to its potential. Focus areas include improving system wide hospital and surgical care, spreading innovations in quality and safety in the ambulatory environment, and leveraging our IT systems to develop innovative options transforming care delivery.

MARCH OF DIMES

Cynthia Pellegrini

Cynthia Pellegrini is Senior Vice President for Public Policy and Government Affairs at the March of Dimes. In this capacity, Ms. Pellegrini oversees all March of Dimes advocacy efforts at the federal level and in all 50 States, the District of Columbia and Puerto Rico. She also guides the organization's research on maternal and child health policy issues. Key March of Dimes policy priorities include access to health care for all women of childbearing age and children; research into prematurity, birth defects, and other aspects of reproductive and child health and development; prevention and health promotion issues, such as tobacco cessation and nutrition; and issues of concern to the operation of not-for-profit organizations. Ms. Pellegrini is a voting member of the CDC's Advisory Committee on Immunization Practices, which determines the annual child and adult immunization schedules. Prior to joining March of Dimes, Ms. Pellegrini served as Associate Director for Federal Affairs at the American Academy of Pediatrics, where she covered a range of issues including genetics, bioethics, child abuse and neglect, environmental health, nutrition, obesity, and injury and violence. In this capacity, Ms. Pellegrini worked with AAP leadership to develop and execute strategies to advance AAP priorities through both Congress and the Administration. Ms. Pellegrini worked on Capitol Hill for over eleven years. From 1996 to 2004, she served as Chief of Staff and health aide to Rep. Louise Slaughter (NY). Her tenure on Capitol Hill also included stints with Reps. Gerald Kleczka (WI) and Jay Inslee (WA). She has published on trends in federal public health and preparedness spending and served on the National Commission on Children and Disasters' Pediatric Medical Care Subcommittee. Ms. Pellegrini has an extensive background in public policy issues as well as politics and administration.

MINNESOTA COMMUNITY MEASUREMENT

Beth Averbeck, MD

Beth Averbeck, MD, is the Associate Medical Director, Primary Care for HealthPartners Medical Group, with expertise in health disparities, diabetes care, internal medicine, primary care redesign, and quality improvement. She has over 15 years of leadership experience in process improvement and clinical operations and plays a key role in HealthPartners Medical Group's efforts to improve quality of care for patients. Through her work and leadership in redesigning ambulatory care, the gap in mammography

screening rates between white patients and patients of color in HealthPartners clinics decreased by 46 percent between 2007 and 2009. In 2010, her team was named an American Medical Group Association Acclaim Award honoree, and in 2006, her team received the Acclaim Award for implementation of reliable workflows and processes in ambulatory care. These achievements reflect her desire to improve care for patients of all communities and backgrounds. Under her leadership, HealthPartners received NCQA Medical Home recognition for all primary care clinics in 2009, and in 2010 received Minnesota Health Care Home Certification for all primary care clinics. Beth Averbeck has presented at conferences sponsored by the American Medical Group Association, the Institute for Clinical Systems Improvement, and the Institute for Healthcare Improvement in the areas of transparency, pay for performance, physician culture, electronic medical record decision support, reliability in ambulatory care and reducing disparities in health care. She also serves on the boards for Minnesota Community Measurement and the Institute for Clinical Systems Improvement. She has been with HealthPartners since 1993. She holds an academic appointment as a Clinical Assistant Professor at the University of Minnesota Medical School, where she received her medical degree. In 2010, she was honored by the *Minneapolis/St. Paul Business Journal* with a Women in Business award.

NATIONAL BUSINESS COALITION ON HEALTH

Bruce W. Sherman, MD, FCCP, FACOEM

Bruce Sherman, MD, FCCP, FACOEM, serves as Medical Director with the Employers Health Coalition of Ohio, where he brings health management strategies to member employer members, and leads the analytics strategy for the Coalition's member health data warehouse. Dr. Sherman also serves as the consulting Corporate Medical Director, for Wal-Mart Stores, Inc. In this role, he supports the development of integrated, value-based health and productivity management strategies for the organization's associates and family members. Dr. Sherman has particular interest in the areas of the business value of health and innovative employer approaches to healthcare delivery. Dr. Sherman is on the leadership board of the Patient-Centered Primary Care Collaborative, a multi-stakeholder initiative to advance the patient-centered medical home, where he co-chairs the Center for Employer Engagement. Dr. Sherman is also a member of the leadership Boards for the Integrated Benefits Institute, and the Center for Health Value Innovation. A frequent speaker, he has presented workforce health management strategies to diverse audiences, and has published numerous related articles. Dr. Sherman received his MD from New York University School of Medicine, his MA from Harvard University and his bachelor's degree from Brown University. He is board-certified in internal medicine, pulmonary medicine and critical care medicine. Dr. Sherman continues as a member of the clinical faculty in the Department of Medicine at the Case Western Reserve University School of Medicine.

PACIFIC BUSINESS GROUP ON HEALTH

David Hopkins, PhD

David S. P. Hopkins is Senior Advisor at the Pacific Business Group on Health (PBGH). He advises PBGH on health care performance measurement and policy issues and represents PBGH on regional measurement collaboratives and national policy-making bodies. Hopkins is also affiliated with the Center for Primary Care and Outcomes Research and the Center for Health Policy at Stanford University

Medical School. Prior to joining PBGH in 1995, he was Vice President with International Severity Information Systems, Inc., a medical severity indexing software and consulting firm. From 1978 to 1993, Hopkins held a number of senior management positions at Stanford University and Stanford University Medical Center. Hopkins earned his A.B. in Biology from Harvard, and his M.S. in Statistics and Ph.D. in Operations Research from Stanford. He is a 1993 graduate of the Advanced Training Program in Health Delivery Improvement at Intermountain Health Care. He is co-author (with Susan D. Horn) of *Clinical Practice Improvement: A New Technology for Developing Cost-Effective Quality Health Care* (Faulkner & Gray, 1994) and of *Planning Models for Colleges and Universities* (Stanford University Press, 1981), which was awarded the 1981 Frederick W. Lanchester Prize for best publication in operations research by the Operations Research Society of America. Hopkins is author or co-author of articles in *The New England Journal of Medicine*, *Medical Care*, *Management Science*, and *Operations Research*. Hopkins is a director and member of the Executive Committee of the California Hospital Assessment and Reporting Taskforce (CHART) and serves on the Performance Measurement Advisory Committee of the Integrated Healthcare Association. On the national front, he is Chair of the National Quality Forum (NQF) Purchaser Council and served two terms on the NQF Consensus Standards Approval Committee. In addition, he has served on The Joint Commission (TJC) Business Advisory Group, America's Health Insurance Plans (AHIP) Data Oversight Work Group, and the Network for Regional Healthcare Improvement (NRHI) Board of Directors. He serves as well on the Board of Directors of The Guttmacher Institute, a not-for-profit organization dedicated to research, policy analysis, and education in reproductive health. From 1994 until 2006, he was a Director of Fair Isaac Corporation, a publicly-traded company that provides statistically-based decision systems and services to the financial services, direct marketing, insurance, and retail industries.

PHYSICIAN CONSORTIUM FOR PERFORMANCE IMPROVEMENT

Mark Metersky, MD

Dr. Mark Metersky is a pulmonary and critical care physician and is Professor of Medicine and Director of the Center for Bronchiectasis Care at the University of Connecticut School of Medicine. He has published extensively on the subjects of pulmonary infections, performance measurement and quality improvement and is a frequent lecturer at national and international meetings on these areas. He was elected to be a member of the Executive Committee of the AMA Physician Consortium for Performance Improvement in 2009. He serves on the Technical Expert Panel for the Centers for Medicare and Medicaid Services National Pneumonia Project and is the clinical lead for the Medicare/AHRQ Patient Safety Monitoring System that is managed by Qualidigm (Connecticut's Medicare QIO). Dr. Metersky has had extensive experience in implementing quality improvement efforts, both at his own hospital and at a statewide level, through his work with Qualidigm. He has also served on the Quality Improvement Committee and is the Chair of the Health and Science Policy Committee for the American College of Chest Physicians.

THE ALLIANCE

Cheryl DeMars

Cheryl DeMars is the President and CEO of The Alliance, a not for profit cooperative of employers whose mission is to move health care forward by controlling costs, improving quality and engaging individuals in their health. The Alliance represents 165 employers who provide health benefits to 83,000 citizens in Wisconsin, Illinois and Iowa. Prior to assuming the position of CEO in 2006, Ms. DeMars served several roles at The Alliance providing leadership to the organization's cost and quality measurement activities, consumer engagement strategies and efforts to improve the quality and cost of health care on a community-wide basis. Prior to joining The Alliance in 1992, Ms. DeMars was a program manager at Meriter Hospital in Madison, WI. Ms. DeMars currently serves on the Board and Executive Committee of the National Business Coalition on Health. She serves on the Clinician Workgroup of the National Quality Forum's Measures Application Partnership. She also serves on the Technical Advisory Committee for the Catalyst for Payment Reform. In Wisconsin, Ms. DeMars serves on the Advisory Board of the UW Population Health Institute. Ms. DeMars received a master's degree in social work from the University of Wisconsin–Madison.

INDIVIDUAL SUBJECT MATTER EXPERT MEMBERS (VOTING)

DISPARITIES

Luther T. Clark, MD

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

PALLIATIVE CARE

Constance Dahlin, MSN, ANP-BC, ACHPN, FPCN, FAAN

Constance Dahlin is an advanced practice nurse with extensive hospice and palliative care experience. Ms. Dahlin is the Director of Professional Practice for the Hospice and Palliative Nurses Association. She trained in oncology and adult primary care as a CNS and NP. She has palliative experience across care settings; ambulatory, inpatient, rehabilitation, skilled facility, and home. She co-founded and was clinical director of an academic medical center palliative care team in Boston; and clinical director of an urban hospice in Boston, Massachusetts; and coordinator of a community hospice and home health agency in Springfield, Oregon. Ms. Dahlin is clinical associate professor at the Massachusetts General Hospital

Institute of Health Professions and faculty on the Harvard Medical School Center for Palliative Care. She serves as national faculty for the End of Life Nursing Education Consortium (ELNEC). She was editor of the second and third editions of the National Consensus Project for Quality Palliative Care *Clinical Practice Guidelines for Quality Palliative Care* and co-edited the first and second editions of the Hospice and Palliative Nurses Association *Core Curriculum for the Advanced Hospice and Palliative Registered Nurse*. Current work includes the American Hospital Association Circle of Life Committee; consultant to the Center to Advance Palliative Care; and the Massachusetts Comprehensive Cancer Prevention and Control Program Advisory Board. She is past president and board member of the Hospice and Palliative Nurses Association and was a member of the National Quality Forum Hospital Efficiency Task Force. She has written, presented, and produced a variety of hospice and palliative nursing education topics, articles, materials, and book chapters. Ms. Dahlin is a Fellow of Hospice and Palliative Nursing and a Fellow of the American Academy of Nursing.

POPULATION HEALTH

Eugene Nelson, MPH, DSc

Dr. Nelson is Professor of Community and Family Medicine at The Dartmouth Institute for Health Policy and Clinical Practice, Dartmouth Medical School; Director, Population Health Measurement Program, The Dartmouth Institute; Director, Population Health and Measurement, Dartmouth-Hitchcock Medical Center. Dr. Nelson is a national leader in health care improvement and the development and application of measures of quality, system performance, health outcomes, value, and patient and customer perceptions. In the early 1990s, Dr. Nelson and his colleagues at Dartmouth began developing clinical microsystem thinking. His work to develop the “clinical value compass” and “whole system measures” to assess health care system performance has made him a well-recognized quality and value measurement expert. He is the recipient of The Joint Commission’s Ernest A. Codman award for his work on outcomes measurement in health care. Dr. Nelson, who has been a pioneer in bringing modern quality improvement thinking into the mainstream of health care, helped launch the Institute for Healthcare Improvement and served as a founding Board Member. He has authored over 150 publications and is the first author of three recent books: (a) *Quality by Design: A Clinical Microsystems Approach*, (b) *Practice-Based Learning and Improvement: A Clinical Improvement Action Guide: Second Edition*, and (c) *Value by Design: Developing Clinical Microsystems to Achieve Organizational Excellence*. He received an AB from Dartmouth College, a MPH from Yale University and a DSc from Harvard University.

SHARED DECISION MAKING

Karen Sepucha, PhD

Dr. Sepucha is the director of the Health Decision Sciences Center in the General Medicine Division at Massachusetts General Hospital and an assistant professor in Medicine at Harvard Medical School. Her research and clinical interests involve developing and implementing tools and methods to improve the quality of significant medical decisions made by patients and clinicians. Dr. Sepucha was the medical editor for a series of five breast cancer patient decision aids (PtDAs) developed by the not-for-profit Foundation for Informed Medical Decision Making. The PtDAs have won seven media awards and Dr. Sepucha has led the dissemination of these programs to more than 80 academic and community cancer

centers across the country. She is also responsible for efforts to integrate decision support tools into primary and specialty care at MGH. Her recent research has focused on the development of instruments to measure the quality of decisions. The decision quality instruments have been used in a national survey of medical decisions, and a subset of the items is being evaluated for use in CAHPS as part of the primary care medical home certification. Dr. Sepucha has been active in local, national and international efforts to improve decision quality, including the International Patient Decision Aids Standards collaboration. She got her Ph.D. in Engineering-Economic Systems and Operations Research at Stanford University with a focus in decision sciences.

TEAM-BASED CARE

Ronald Stock, MD, MA

Ronald Stock is a geriatrician, clinical health services researcher, and Associate Professor of Family Medicine at Oregon Health & Sciences University. He is currently The Foundation for Medical Excellence John Kitzhaber Fellow in Health Policy with an emphasis on understanding the impact of medical home and coordinated care organization healthcare delivery transformation on physicians and medical practices in Oregon. A graduate of the University of Nebraska College Of Medicine, Dr. Stock completed his residency and faculty development fellowship in Family Medicine at the Medical University of South Carolina and University of North Carolina-Chapel Hill and has a Certificate of Added Qualifications in Geriatric Medicine. Before joining OHSU in 2012 he served as Executive Medical Director of Geriatrics and Care Coordination services, and Medical Director of Education & Research at PeaceHealth Oregon Region. With funding from the John A Hartford Foundation, RWJ Foundation, AHRQ, and PeaceHealth/Sacred Heart Medical Center he has dedicated his professional career to improving the quality of healthcare for older adults, with a focus on redesigning the primary care delivery system in a community for vulnerable and frail elders through an interdisciplinary team model, and assessing methods to develop and measure team-based care in the clinical setting. He is currently a member of an AHRQ Technical Expert Panel on “Developing a Foundation & Framework for Team-Based Care Measures in Primary Care”, member of the Institute of Medicine Best Practices Innovation Collaborative on Team-Based Care, and an IOM Task Force exploring the role of “Patients on Teams”.

SURGICAL CARE

Eric B. Whitacre, MD, FACS

Eric B Whitacre, MD, FACS is Director of the Breast Center of Southern Arizona. He is a board certified breast surgeon with hospital appointments at Tucson Surgery Center, Tucson Medical Center, and Carondelet St. Joseph. He is past president of the American Society of Breast Surgeons, and a member of the Coding in Reimbursement Committee of the American College of Surgeons. He earned his MD at Cornell University Medical College and completed his general surgery training at The New York Hospital at Cornell Medical Center. Dr. Whitacre is also the Medical Director for Breast Care, Well Woman HealthCheck Program for the Arizona State Department of Health Services.

FEDERAL GOVERNMENT MEMBERS (NON-VOTING, EX OFFICIO)

AGENCY FOR HEALTHCARE RESEARCH AND QUALITY (AHRQ)

Darryl Gray, MD, ScD

Darryl T Gray, MD, ScD, FAHA is a Medical Officer in the Center for Quality Improvement and Patient Safety at the Agency for Healthcare Research and Quality (AHRQ). Dr Gray is a Contracting Officer's Technical Representative and Program Official for several AHRQ grants and contracts in patient safety areas and he co-chairs the Child Health sub-group for AHRQ's National Healthcare Quality and Disparities reports. He serves as AHRQ's representative to the American Medical Association's Performance Measurement Advisory Group and has also reviewed NQF performance measures in pediatric cardiac surgery, adult cardiac care and other areas. He also serves as AHRQ's liaison to the Steering Committee of the American Heart Association's Quality of Care and Outcomes Research Council and is a Fellow of the American Heart Association. Dr Gray's major research interests include analyses of care patterns, clinical outcomes and costs of diagnostic and therapeutic procedures. His studies of pediatric cardiac procedures and other interventions have been published in the *New England Journal of Medicine*, *Lancet*, *JAMA*, *Circulation*, *Spine* and elsewhere. Dr Gray graduated magna cum laude from Harvard, where he also earned a Doctor of Science Degree in Epidemiology. He also holds an MD degree from Case Western Reserve University and a Masters in Public Health from the University of Washington (Seattle). He received internal medicine and pediatrics training respectively at St Luke's Hospital in Cleveland and at BC Children's Hospital in Vancouver, British Columbia. After serving as a Visiting Researcher at Sweden's Center for Medical Technology Assessment and at Karolinska Institute, Dr Gray joined the medical staff and faculty at Mayo Clinic. He then moved to the University of Washington Schools of Public Health and Medicine, where he attained the rank of Research Associate Professor and Adjunct Research Associate Professor before coming to AHRQ in 2004.

CENTERS FOR DISEASE CONTROL AND PREVENTION (CDC)

Peter Briss, MD, MPH

Dr. Peter Briss currently serves as the Medical Director of CDC's National Center for Chronic Disease Prevention and Health Promotion. He has been with CDC and the Commissioned Corps of the US Public Health Service for more than 20 years. He has participated in a broad range of cross-disciplinary research and service particularly involving systematic reviews, evidence-informed practice, program evaluation, policy analysis, and research translation. He has applied these interests across a broad range of health and behavioral topics ranging from health care to community prevention. He has participated in public health teaching, practice, and research at state and federal levels in the U.S. and internationally. Dr. Briss received his medical degree and training in internal medicine and pediatrics at the Ohio State University and his MPH in Health Management and Policy from the University of Michigan. He completed training in epidemiology and preventive medicine at CDC, is board certified in internal medicine and preventive medicine, and continues to serve as an active clinician at Grady Memorial Hospital in Atlanta. He has authored or coauthored approximately 80 professional publications and coedited the Guide to Community Preventive Services.

CENTERS FOR MEDICARE & MEDICAID SERVICES (CMS)

Kate Goodrich, MD

Kate Goodrich joined the Center for Medicare and Medicaid Services in September of 2011 where she serves as Acting Director of the Quality Measurement and Health Assessment Group in the Center for Clinical Standards and Quality (CCSQ). In this role, she oversees the implementation of 8 quality measurement and public reporting programs and partners with other CMS components on 11 other programs. She co-leads a CMS-wide task force to align measures across programs and with the private sector as well as a companion HHS-wide committee. She also leads an agency wide council to coordinate and implement quality improvement activities and to develop the agency's strategy for quality improvement. Previously, Dr. Goodrich served as a Senior Advisor to the Director of CCSQ and the CMS Chief Medical Officer. From 2010 – 2011 she served as a Medical Officer in the office of the Assistant Secretary for Planning and Evaluation (ASPE) at DHHS where she managed a portfolio of work on comparative effectiveness research and quality measurement and improvement. Dr. Goodrich is a graduate of the Robert Wood Johnson Clinical Scholars Program at Yale University where she received training in health services research and health policy from 2008-2010. From 1998 to 2008, Dr. Goodrich was on faculty at the George Washington University Medical Center and served as Division Director for Hospital Medicine from 2005-2008. She continues to practice clinical medicine as a hospitalist and associate professor of medicine at George Washington University Hospital.

HEALTH RESOURCES AND SERVICES ADMINISTRATION (HRSA)

Ian Corbridge, MPH, RN

Ian Corbridge, MPH, RN, is a Public Health Policy Analyst in the Office for Health Information Technology & Quality within the Health Resources & Services Administration (HRSA). HRSA is the primary Federal agency for improving access to healthcare services for people who are uninsured, isolated or medically needy. Ian helps to oversee and align HRSA's quality improvement and performance measurement work. These efforts help to impact the quality of care and well-being for approximately 20 million Americans who benefit directly from HRSA's services. Ian has degrees in nursing and global studies from Pacific Lutheran University and a master's degree in public health from the George Washington University.

OFFICE OF THE NATIONAL COORDINATOR FOR HIT (ONC)

Kevin Larsen, MD, FACP

Kevin L. Larsen, MD is Medical Director of Meaningful Use at the Office of the National Coordinator for Health IT. In that role he is responsible for coordinating the clinical quality measures for Meaningful Use Certification and oversees the development of the Population Health Tool <http://projectpophealth.org>. Prior to working for the federal government he was Chief Medical Informatics Officer and Associate Medical Director at Hennepin County Medical Center in Minneapolis, Minnesota. He is also an Associate Professor of Medicine at the University of Minnesota. Dr. Larsen graduated from the University of Minnesota Medical School and was a resident and chief medical resident at Hennepin County Medical Center. He is a general internist and teacher in the medical school and residency programs. His research includes health care financing for people living in poverty, computer systems to support clinical decision

making, and health literacy. In Minneapolis he was also the Medical Director for the Center for Urban Health, a hospital, community collaboration to eliminate health disparities. He served on a number of state and national committees in informatics, data standards and health IT.

VETERANS HEALTH ADMINISTRATION (VHA)

Joseph Francis, MD, MPH

Dr. Francis was appointed the Chief Quality and Performance Officer for the Veterans Health Administration (VHA) in December, 2009. In this role, he leads a multi-disciplinary staff responsible for coordinating major national quality management programs, including performance measurement, utilization management, clinical practice guideline development, risk management, peer review, the credentialing and privileging of health professions, and health system accreditation. Prior to that position, he had been VHA's Deputy Chief Quality and Performance Officer. Dr. Francis received his MD degree in 1984 from Washington University in St. Louis and completed a residency and fellowship in General Internal Medicine and a Masters in Public Health at the University of Pittsburgh. Dr Francis joined the VA in 1991, and was appointed Chief Medical Officer of the VA Mid South Healthcare Network (VISN) 9 in 1996. From 2000 until 2004, Dr Francis served as Vice President for Data Management and Quality at St Vincent Hospital in Indianapolis, a 750-bed tertiary care hospital that is part of Ascension Health, the largest Catholic health system in the U.S. In that role, he implemented organizational safety, patient satisfaction, and performance improvement initiatives, and led the Corporate Compliance and Research Compliance programs. He also led city-wide efforts to prepare for bioterrorism and to establish a smallpox response program for Indianapolis. Dr. Francis returned to VA in June, 2004 to direct its Quality Enhancement Research Initiative (QUERI), a Health Services Research and Development program to accelerate the introduction of evidence-based practices in conditions of high importance to veterans, including polytrauma, mental health, post-traumatic stress disorder, substance use disorder, chronic heart failure, ischemic heart disease, diabetes, spinal cord injury, HIV care, and stroke. From October 2006 to May, 2008, Dr. Francis served the Deputy Chief Research and Development Officer, with responsibility over administration and policy development for VA's \$1.7 billion research operations. Board-certified in internal medicine, geriatrics, and medical management, Dr. Francis has been on the medical faculty of the University of Pittsburgh, University of Tennessee, and Vanderbilt University. He has conducted NIH-funded research on acute delirium among older patients, and also served as President of the Alzheimer's Association of Middle Tennessee.

MAP COORDINATING COMMITTEE CO-CHAIRS (NON-VOTING, EX OFFICIO)

George J. Isham, MD, MS

George Isham, M.D., M.S. is the chief health officer for HealthPartners. He is responsible for the improvement of health and quality of care as well as HealthPartners' research and education programs. Dr. Isham currently chairs the Institute of Medicine (IOM) Roundtable on Health Literacy. He also chaired the IOM Committees on *Identifying Priority Areas for Quality Improvement* and *The State of the USA Health Indicators*. He has served as a member of the IOM committee on *The Future of the Public's*

Health and the subcommittees on the Environment for Committee on Quality in Health Care which authored the reports *To Err is Human* and *Crossing the Quality Chasm*. He has served on the subcommittee on performance measures for the committee charged with redesigning health insurance benefits, payment and performance improvement programs for Medicare and was a member of the IOM Board on Population Health and Public Health Policy. Dr. Isham was founding co-chair of and is currently a member of the National Committee on Quality Assurance's committee on performance measurement which oversees the Health Employer Data Information Set (HEDIS) and currently co-chairs the National Quality Forum's advisory committee on prioritization of quality measures for Medicare. Before his current position, he was medical director of MedCenters health Plan in Minneapolis and in the late 1980s he was executive director of University Health Care, an organization affiliated with the University of Wisconsin-Madison.

Elizabeth A. McGlynn, PhD, MPP

Elizabeth A. McGlynn, PhD, is the Director of Kaiser Permanente's Center for Effectiveness and Safety Research (CESR). She is responsible for the strategic direction and scientific oversight of CESR, a virtual center designed to improve the health and well-being of Kaiser's 9 million members and the public by conducting comparative effectiveness and safety research and implementing findings in policy and practice. Dr. McGlynn is an internationally known expert on methods for evaluating the appropriateness, quality and efficiency of health care delivery. She has conducted research in the U.S. and in other countries. Dr. McGlynn has also led major initiatives to evaluate health reform options under consideration at the federal and state levels. Dr. McGlynn is a member of the Institute of Medicine. She serves as the Secretary and Treasurer of the American Board of Internal Medicine Foundation Board of Trustees. She is on the Board of AcademyHealth and the Institute of Medicine Board of Health Care Services. She chairs the Scientific Advisory Group for the Institute for Healthcare Improvement. She co-chairs the Coordinating Committee for the National Quality Forum's Measures Application Partnership. She serves on the editorial boards for *Health Services Research* and *The Milbank Quarterly* and is a regular reviewer for many leading journals. Dr. McGlynn received her B.A. in international political economy from The Colorado College, her MPP from the University of Michigan's Gerald R. Ford School of Public Policy, and her Ph.D. in public policy analysis from the Pardee RAND Graduate School.

NATIONAL QUALITY FORUM STAFF

Christine Cassel

Christine K. Cassel, MD, President and CEO of the National Quality Forum, is a leading expert in geriatric medicine, medical ethics and quality of care. Previously, Dr. Cassel served as President and CEO of the American Board of Internal Medicine (ABIM) and the ABIM Foundation. Dr. Cassel is one of 20 scientists chosen by President Obama to serve on the President's Council of Advisors on Science and Technology (PCAST), which advises the President in areas where an understanding of science, technology, and innovation is key to forming responsible and effective policy. She is the co-chair and physician leader of PCAST working groups that have made recommendations to the President on issues relating to health

information technology and ways to promote scientific innovation in drug development and evaluation. In addition to having chaired influential Institute of Medicine (IOM) reports on end-of-life care and public health, she served on the IOM's Comparative Effective Research Committee mandated by Congress to set priorities for the national CER effort (PCORI). Modern Healthcare has recognized Dr. Cassel among the 100 most influential people in health care, and among the 50 most influential physicians. An active scholar and lecturer, she is the author or co-author of 14 books and more than 200 journal articles on geriatric medicine, aging, bioethics and health policy. She edited four editions of Geriatric Medicine, a leading textbook in the field. Her most recent book is Medicare Matters: What Geriatric Medicine Can Teach American Health Care. A national leader in efforts to inspire quality care, Dr. Cassel was a founding member of the Commonwealth Fund's Commission on a High Performance Health System, and served on the IOM committees that wrote the influential reports To Err is Human and Crossing the Quality Chasm. She was appointed by President Clinton to the President's Advisory Commission on Consumer Protection and Quality in the Health Care Industry in 1997. Dr. Cassel is also respected as a scientific leader, having served on the Advisory Committee to the NIH Director, 1995 – 2002, and as President of the American Federation for Aging Research. She is an Adjunct Professor of Medicine and Senior Fellow in the Department of Medical Ethics and Health Policy at the University of Pennsylvania School Of Medicine. Dr. Cassel's previous positions include dean of the School of Medicine and vice president for medical affairs at Oregon Health and Science University, chair of the Department of Geriatrics and Adult Development at Mount Sinai School of Medicine in New York, and chief of General Internal Medicine at the University of Chicago. Dr. Cassel, board certified in internal medicine and geriatric medicine, is a former Chair of the ABIM Board of Directors, and is a former President of the American College of Physicians. Recipient of numerous international awards and honorary degrees, Dr. Cassel is an Honorary Fellow of the Royal Colleges of Medicine of the U.K. and Canada, the European Federation of Internal Medicine, and is a Master of the American College of Physicians.

Karen Adams, PhD, MT

Karen Adams, is Vice President of National Priorities at the National Quality Forum (NQF). In this role she oversees the National Priorities Partners, a multi-stakeholder initiative that is establishing priorities and goals for health care quality improvement and public reporting. Immediately prior to assuming her position at NQF, Dr. Adams served as Program Officer of the Commonwealth Fund's State Innovations Program. She also served on several quality related projects at the Institute of Medicine (IOM) including: lead staff on the Performance Measures Subcommittee and the Pay for Performance Subcommittee of the congressionally mandated study Redesigning Health Insurance Performance Measures, Payment, and Performance Improvement Programs; study director of the project Priority Areas for National Action: Transforming Health Care Quality; and co-study director of The 1st Annual Crossing the Quality Chasm Summit: A Focus on Communities. Before coming to the IOM, she held the rank of assistant professor in the Department of Medical and Research Technology, University of Maryland School of Medicine and also was the academic coordinator of the undergraduate medical technology program. She received her undergraduate degree in medical technology from Loyola College, a master's degree in management from the College of Notre Dame, and a doctorate degree in health policy from the University of Maryland. During her doctoral studies she was awarded an internship at the Agency for Healthcare Research and Quality (AHRQ) where she researched and synthesized of over 30 years of innovations in medical informatics attributable to AHRQ funding and its predecessors. Dr. Adams is also a certified Medical Technologist with experience in a variety of clinical laboratory settings.

Thomas B. Valuck, MD, JD, MHSA

Tom Valuck joined Discern Health in October 2013, bringing the firm national leadership experience in quality and performance-based payment from his positions at the Centers for Medicare & Medicaid Services (CMS) and the National Quality Forum (NQF). He helps private and public sector clients who are transforming the health care system on the front lines to achieve better health and healthcare outcomes at lower cost. Tom joined Discern after four years at NQF, where he was Senior Vice President for Strategic Partnerships. In that role, he oversaw the NQF-convened partnerships—the Measure Applications Partnership (MAP) and the National Priorities Partnership (NPP)—as well as NQF’s engagement with states and regional community alliances. These NQF initiatives promote the use of performance measurement information for public reporting, payment incentives, accreditation and certification, and systems improvement. Tom also served as a Senior Advisor and Medical Officer at CMS, where he advised senior agency and Department of Health and Human Services leadership regarding Medicare payment and quality of care, particularly value-based purchasing. While at CMS, Tom was recognized for his leadership in advancing Medicare’s performance-based payment initiatives, receiving both the 2009 Administrator’s Citation and the 2007 Administrator’s Achievement Awards. Before joining CMS, Tom was the Vice President of Medical Affairs at the University of Kansas Medical Center, where he managed quality improvement, utilization review, risk management, and physician relations. Before that he served on the Senate Health, Education, Labor, and Pensions Committee as a Robert Wood Johnson Health Policy Fellow; with the White House Council of Economic Advisers, where he researched and analyzed public and private healthcare financing issues; and at the law firm of Latham & Watkins as an associate, where he practiced regulatory health law. Tom has degrees in biological science and medicine from the University of Missouri-Kansas City, a master’s degree in health services administration from the University of Kansas, and a law degree from the Georgetown University Law School.

Mitra Ghazinour, MPP

Mitra Ghazinour, MPP, is project manager, Strategic Partnerships, at the National Quality Forum (NQF), a nonprofit membership organization with the mission to build consensus on national priorities and goals for performance improvement and endorse national consensus standards for measuring and publicly reporting on performance. Ms. Ghazinour is currently supporting the work of the NQF Measure Applications Partnership (MAP) Clinician and Post-Acute/Long-Term Care (PAC/LTC) workgroups. Prior to working at NQF, she was a research analyst III at Optimal Solutions Group, LLC, serving as the audit team leader for the Evaluation & Oversight (E&O) of Qualified Independent Contractors (QIC) project. Her responsibilities as audit team leader included serving as a point of contact for QIC and CMS, conducting interviews with QIC staff, reviewing case files, facilitating debriefings and meetings, and writing evaluation reports. Ms. Ghazinour also served as the project manager for the Website Monitoring of Part D Benefits project, providing project management as well as technical support. Additionally, she provided research expertise for several key projects during her employment at IMPAQ International, LLC. In the project, Development of Medicare Part C and Part D Monitoring Methods for CMS, Ms. Ghazinour assisted with the collaboration between CMS and IMPAQ on a broad effort to review, analyze, and develop methods and measures to enhance the current tools CMS uses to monitor Medicare Advantage (Part C) and Prescription Drug (Part D) programs. In another effort to support CMS, Ms. Ghazinour coordinated the tasks within the National Balancing Contractor (NBIC) project which entailed developing a set of national indicators to assess states’ efforts to balance their long-term

support system between institutional and community-based supports, including the characteristics associated with improved quality of life for individuals. She also provided analytic support for the development of the report on the Medicare advantage value-based purchasing programs as part of her work on the Quality Improvement Program for Medicare Advantage Plans project at IMPAQ. Ms. Ghazinour has a Master's degree in Public Policy and a bachelor's degree in Health Administration and Policy Program (Magna Cum Laude) from the University of Maryland, Baltimore County (UMBC).

Y. Alexandra Ogungbemi

Alexandra Ogungbemi is an Administrative Assistant in Strategic Partnerships, at the National Quality Forum (NQF). Ms. Ogungbemi contributes to the Clinician, Dual Eligible Beneficiaries, and Post-Acute Care/Long-Term Care Workgroups, as well as various task forces of the Measure Applications Partnership (MAP). Post-graduation, she spent 2 years managing the Administrative side of Cignet Healthcare, a multi-specialty physician's practice in Southern Maryland, before joining NQF. Ms. Ogungbemi has a Bachelor of Science in Health Services Administration from The Ohio University and has plans to extend her post-graduate education in the field of Health and Family Law.

Allison Ludwig, RN, MPH, MHA

Allison Ludwig is a Project Manager, Strategic Partnerships, at the National Quality Forum, a nonprofit membership organization with the mission to build consensus on national priorities and goals for performance improvement and endorse national consensus standards for measuring and publicly reporting on performance. Ms. Ludwig supports the work of the NQF-convened Measures Application Partnership Coordinating Committee. Prior to joining NQF, Ms. Ludwig spent two years as an Administrative Fellow at the University of Pittsburgh Medical Center where she worked in various capacities, primarily working to support quality initiatives and further build quality infrastructure at the UPMC Cancer Centers. Before joining UPMC, Ms. Ludwig began her career as a surgical oncology staff nurse at the University of Minnesota Medical Center - Fairview in Minneapolis, MN. Ms. Ludwig received her Bachelor of Science in Nursing from the University of Wisconsin, a Master of Public Health - Health Policy and Master of Health Administration from the University of Iowa.

Amaru Sanchez, MPH

Amaru J. Sanchez, MPH, is a Project Analyst at the National Quality Forum (NQF), a private, nonprofit membership organization created to develop and implement a national strategy for healthcare quality measurement and reporting. Mr. Sanchez is currently supporting the work of the NQF Measure Applications Partnership, established to provide multi-stakeholder input to the Department of Health and Human Services on the selection of performance measures for public reporting and payment reform programs. Prior to joining NQF, Mr. Sanchez served as a Health Policy Research Analyst for the bicameral Public Health Committee at the Massachusetts Legislature. At the legislature, Mr. Sanchez influenced the passage of several novel public health and healthcare related laws as well as drafted legislative proposals relative to medical debt, chronic disease management, health disparities and health care transparency. Mr. Sanchez is a graduate of the Boston University School of Public Health (MPH, Social Behavioral Sciences/Health Policy and Management) and the University of Florida (BS, Integrative Biology). Mr. Sanchez is currently pursuing a Juris Doctor (JD) at The Catholic University of America, Columbus School of Law.

