

# BIOS OF THE MAP COORDINATING COMMITTEE

## CO-CHAIRS (VOTING)

### George J. Isham, MD, MS

George Isham, MD, MS is Senior Advisor to HealthPartners, responsible for working with the board of directors and the senior management team on health and quality of care improvement for patients, members and the community. Dr. Isham is also Senior Policy Fellow, HealthPartners Research Foundation and facilitates forward progress at the intersection of population health research and public policy. Dr. Isham is active nationally and currently co-chairs the National Quality Forum convened Measurement Application Partnership, chairs the National Committee for Quality Assurances' clinical program committee and is a member of NCQA's committee on performance measurement. Dr. Isham is chair of the Institute of Medicine's Roundtable on Health Literacy and has chaired three studies in addition to serving on a number of IOM studies related to health and quality of care. In 2003 Isham was appointed as a lifetime National Associate of the National Academies of Science in recognition of his contributions to the work of the Institute of Medicine. He is a former member of the Center for Disease Control and Prevention's Task Force on Community Preventive Services and the Agency for Health Care Quality's United States Preventive Services Task Force and currently serves on the advisory committee to the director of Centers for Disease Control and Prevention. His practice experience as a general internist was with the United States Navy, at the Freeport Clinic in Freeport, Illinois, and as a clinical assistant professor of medicine at the University of Wisconsin Hospitals and Clinics in Madison, Wisconsin.

### 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.

## ORGANIZATIONAL MEMBERS (VOTING)

### AARP

#### Joyce Dubow, MUP

Ms. Dubow, who had been at AARP for 22 years, is a Principal for health policy and strategy in AARP's Office of the Executive vice-president for Policy and Strategy. She has responsibility for a portfolio related to AARP's health care reform initiatives with a special focus on health care quality, HIT, and consumer decision making, as well as private health plans in the Medicare program. Her multi-faceted professional career in health care spans diverse experiences in health plan leadership, government service, public policy, and consumer advocacy. Dubow serves on several external multi-stakeholder groups that focus on improving the quality and delivery of health care services. She is a member of the board of the National Quality Forum (NQF) and was recently co-chair of the NQF Patient-reported Outcomes Expert Panel. She is a member of: the Coordinating Committee of the Measure Application Partnership; the National Committee for Quality Assurance's Committee on Physician Programs and its Measurement Panel on Geriatrics; and the National Advisory Committee for Aligning Forces for Quality of the Robert Wood Johnson Foundation. Previously, Ms. Dubow was the executive vice-president of the Georgetown University Community Health Plan, a university-sponsored prepaid group practice plan. She was also the Director of Policy and Legislation in the federal Office of Health Maintenance Organizations. Ms. Dubow holds a B.A. in Political Science from the University of Michigan and a Masters in Urban Planning from Hunter College of the University of the City of New York.

### ACADEMY OF MANAGED CARE PHARMACY

#### Marissa Schlaifer, RPh, MS

Marissa Schlaifer joined CVS Caremark as Head of Policy in April 2013. Based out of the CVS Caremark Washington, D.C., office, Marissa leads the team responsible for creating policy positions that help shape the laws and regulations impacting CVS Caremark business, and she also serves as a key contact with federal agencies. Marissa brings deep experience with policy analysis and issue advocacy, having spent ten years as Director of Pharmacy and Regulatory Affairs at the Academy of Managed Care Pharmacy (AMCP). Marissa was involved in providing input to the Centers for Medicare & Medicaid Services (CMS) on the development and implementation of the Medicare prescription drug benefit and aspects of the Affordable Care Act. In addition, she served on various Part D Medication Measures technical expert panels (TEPs), providing input on the development of quality measures, served on the Department of Defense Uniform Formulary Beneficiary Advisory Panel, and represents AMCP in many capacities within the Pharmacy Quality Alliance (PQA), formerly as a staff member and currently as a member. Marissa currently serves on the National Quality Forum Measure Application Partnership (MAP) representing the Academy of Managed Care Pharmacy. Marissa brings experience in both the managed care pharmacy and community pharmacy segments of the profession as well as leadership experience in several pharmacy organizations. Prior to joining AMCP, Marissa was Healthy Outcomes Director at H-E-B Grocery Company, where she was responsible for disease management and health improvement programs, immunization programs and new business opportunities. Previously, Marissa worked for PacifiCare of Texas and Prescription Solutions as a clinical pharmacist, and for Eckerd Drug Company as pharmacy manager and a regional manager for managed care sales. She received her B.S. in Pharmacy and M.S. in Pharmacy Administration from The University of Texas at Austin College of

Pharmacy. Marissa has been active in leadership positions within AMCP, the American Pharmacists Association and the Texas Pharmacy Association.

#### ADVAMED

##### Steven Brotman, MD, JD

Steven J. Brotman, MD, JD is Senior Vice President, Payment and Policy, for the Advanced Medical Technology Association (AdvaMed). Dr. Brotman leads AdvaMed's health care quality initiatives, working closely with member companies on key policy issues. Dr. Brotman is a Board Certified Pathologist. Dr. Brotman received his M.D. from The Mount Sinai School of Medicine in New York City, where he also completed a residency in Pathology, after performing an internship in General Surgery. He had additional clinical and research fellowship training at the Johns Hopkins Hospital in the field of immuno-pathology, with in-depth training in immuno-dermatology and hematopathology. Additionally, Dr. Brotman earned a J.D. from the University Of Maryland School of Law and was a Federal Judicial Intern working under the Honorable Paul Grimm at the United States Federal Court in Baltimore, MD. Subsequently, he joined Morgan, Lewis, and Bockius, L.L.P. in Washington, D.C. as an associate in the FDA Regulatory/Healthcare group, where he worked with various domestic and international companies on pharmaceutical/device lifecycle, regulatory and healthcare issues. He most recently was a Senior Regulatory and Research Attorney at Wyeth Pharmaceuticals (now Pfizer) specializing in complex safety, drug development, clinical trial and compliance issues. Dr. Brotman has authored several peer-reviewed scientific publications and made numerous presentations to the scientific, pharmaceutical and legal communities. He is on the editorial board of Maryland Medicine, the Maryland Medical Society Journal and developed and taught the Seminar Series on Scientific Evidence at the University Of Maryland School of Law.

#### AFL-CIO

##### Gerry Shea

(Pending)

#### AMERICA'S HEALTH INSURANCE PLANS

##### Aparna Higgins, MA

Ms. Higgins is Senior Vice President, Private Market Innovations at America's Health Insurance Plans (AHIP), where she is focused on a number of key initiatives including performance measurement, innovative payment models and delivery system reform. She led AHIP Foundation's efforts to pilot-test a data aggregation methodology, a component of the High-Value Health Care project funded by the Robert Wood Johnson Foundation, for individual physician performance measurement across regions and health plans. She is a healthcare economist with expertise and experience in study design and economic modeling and has directed a number of research and analytic projects employing multi-disciplinary teams. She serves on a number of expert panels on performance measurement. Prior to AHIP, she was at Booz Allen Hamilton where she led a team of health services researchers focused on studies related to electronic health record (EHR) adoption, quality measurement, and value-based purchasing. She was the principal investigator for two research studies on physician adoption of EHRs and evaluation design of the business case for Health Information Technology (HIT) in Long-Term Care for the Department of Health and Human Services (HHS) Assistant Secretary for Planning and Evaluation (ASPE). She played a key leadership role in assisting the Centers for Medicare and Medicaid Services (CMS) with the design of a Medicare Hospital Value-based purchasing (VBP) program and was closely involved in developing the hospital VBP report to Congress.

## AMERICAN COLLEGE OF PHYSICIANS

### David W. Baker, MD, MPH, FACP

David W. Baker, MD, MPH is Michael A. Gertz Professor in Medicine and Chief of the Division of General Internal Medicine, Northwestern University. He received his MD from the UCLA School of Medicine and his MPH from the UCLA School of Public Health. He completed his research training in the UCLA Robert Wood Johnson Clinical Scholars' Program. His research has focused on access to health care, racial and ethnic disparities in care, health communication, and quality of care for chronic diseases. He has led studies examining many aspects of quality, including whether hospital mortality "report cards" lead to changes in market share for hospitals and improvements in outcomes, the effect of disease management programs for patients with heart failure, and an evaluation of the Institute for Healthcare Improvement's Improving Chronic Illness Care Collaborative. His current work is examining quality measurement and quality improvement using electronic health record systems. Dr. Baker has served in many national roles as well. He served as the Associate Project Director for the AHCPR-funded Heart Failure guideline and was lead author for a series of manuscripts in JAMA on quality of care for patients with heart failure. He has served as an advisor to both the Ohio and the Georgia Peer Review Organizations' heart failure quality improvement projects, and he was part of the American Heart Association's first working group for measuring quality of care and outcomes for cardiovascular disease. He served on the American College of Cardiology/American Heart Association Heart Failure Practice Guideline committee and the American Board of Internal Medicine's Committee for their new Heart Failure Practice Improvement Module. He has served as a member of the Health Information Technology Expert Panel's (HITEP) Quality Data Set subcommittee. He currently serves on the Physicians' Consortium for Performance Improvement (PCPI) Measure Implementation and Evaluation subcommittee and the American College of Physicians' Performance Measure Advisory Committee.

## AMERICAN COLLEGE OF SURGEONS

### Frank G. Opelka, MD, FACS

Frank G. Opelka, MD, FACS is the Vice Chancellor for Clinical Affairs and Professor of Surgery at Louisiana State University Health Sciences Center in New Orleans. In LSU, he actively teaches in the 4 health sciences schools developing programs for innovation and delivery system redesign. He also works at the LSU seven hospital system to support efforts for the development of a safety net ACO to address various challenges such as the dual eligible. He also represents the American College of Surgeons, Washington DC Office in the Division of Health Policy and Advocacy. Dr. Opelka founded and serves as the chair of the Surgical Quality Alliance, with over 20 surgical organizations sitting in the alliance. He serves as one of the original members of the National Priorities Partnership in the National Quality Forum, a member of the NQF's Consensus Standards Advisory Committee, and has served as a chair of an NQF steering committee. Dr. Opelka continues to serve on the Quality Alliance Steering Committee, the AQA, and the AMA's Physician Consortium for Performance Improvement. He has served on several advisory committees to several health plans, including United Health Group, Blue Cross Blue Shield of America, and Humana. Dr. Opelka has developed and assisted the American Board of Medical Specialties in their clinical registry efforts for the Maintenance of Certification Part IV. Prior to serving in the quality arena, Dr. Opelka worked closely with CMS in the Ambulatory APG relative values, AMA's Relative Value Updates Committee, Practice Expense Committee, and an advisory to the CPT Editorial Committee. Dr. Opelka served 12 years on active duty in the US Army where he did his residency in General Surgery at the Walter Reed Army Medical Center and Eisenhower Army Medical Center. His colorectal surgery fellowship was at the Ochsner Clinic New Orleans where he served for 12 years as faculty and attending surgeon. His career then included time at the Beth Israel Deaconess Medical Center in Boston before

returning to New Orleans just in time for Hurricane Katrina. Dr. Opelka is a board certified colon and rectal surgery. He is a fellow of the American College of Surgeons and the American Society of Colon and Rectal Surgeons.

#### AMERICAN HOSPITAL ASSOCIATION

##### Rhonda Anderson, RN, DNSc, FAAN

Rhonda Anderson, RN, DNSc, FAAN, is Chief Executive Officer of Cardon Children's Medical Center in Mesa, Arizona. She is a Fellow in the American Academy of Nursing and the American College of Healthcare Executives. She also serves on the Institute for Interactive Patient Care (GetWell Network) National Advisory Board, National Guideline Clearinghouse and National Quality Measures Clearinghouse Expert Panel, American Hospital Association Board of Trustees, American Hospital Association Health Research and Educational Trust Board, and a member of the National Association of Children's Hospitals and Related Institutions Quality Council. Rhonda received the Distinguished Achievement Award from Arizona State University College of Nursing and was a selected participant in The First International Institute: Executive Nurse Leadership in the United Kingdom and the United States-Florence Nightingale Trust in London, England. She attended the Wharton School of Business as a selected participant in The Johnson & Johnson Fellowship Program. In November 2005, Rhonda was awarded the Nursing Legends Nurse of the Year Award by the March of Dimes. Rhonda was awarded the American Organization of Nurse Executive's Lifetime Achievement Award in April of 2006, NurseWeek's Lifetime Achievement Award in September of 2006, and is a Phoenix Business Journal 2011 Women in Business Honoree.

#### AMERICAN MEDICAL ASSOCIATION

##### Carl A. Sirio, MD

Carl A. Sirio, MD, a board certified internist and critical care physician, was elected to the American Medical Association (AMA) Board of Trustees (BOT) in June 2010. Prior to his election, Dr. Sirio served in the AMA House of Delegates as a delegate from Pennsylvania. Dr. Sirio has a long history of service to the profession. He served eight years on the AMA Council on Medical Education, including serving as chair. He helped establish and chaired the AMA Initiative to Transform Medical Education since inception. In addition, he also represented the AMA to the Liaison Committee on Medical Education where he was in part responsible for the new standards related to building greater diversity in medicine and to understanding the impact the learning environment has on students as they prepare for careers as physicians. Prior to this he served on the Internal Medicine Residency Review Committee, responsible for policy and accreditation of all graduate medical education programs in internal medicine. Dr. Sirio has broad interests that include the organization and delivery of health care services, medical education, patient safety, quality of care, patient risk assessment, evaluation of clinical performance, process improvement, and health care management and financing. Capitalizing on these interests he serves on the Executive Committee of the Physician Consortium for Performance Improvement, helping to drive the development of evidenced based measures for use by doctors in their efforts to improve care. Dr. Sirio is a co-founder of the Pittsburgh Regional Healthcare Initiative (PRHI), a nationally recognized multi-stakeholder collaborative designed to improve care over a large geographic area. With PRHI he facilitated the work of 40 competing institutions in an effort to improve care for all patients by reducing infections and improving medication safety. He was the recipient of several large grants from the Agency for Healthcare Research and Quality, equaling more than \$6.5 million in total, for work designed to foster meaningful improvement in the care of patients. In addition, he has worked with the National Quality Forum, the National Institute of Medicine, The Joint Commission (TJC), and the U.S.

Pharmacopoeia, among others, in his efforts related to patient care quality and safety. He currently serves TJC as a Commissioner. After spending 17 years at the University of Pittsburgh School Medicine where he was a professor, Dr. Sirio moved to the Pittsburgh campus of the Drexel University School Medicine. Dr. Sirio joined the University of Toledo in 2012 as the Vice President for Medical Affairs, Associate Dean for Clinical Affairs, and Chief Medical Information Officer. Completing his undergraduate and medical school training at Columbia University and Rutgers Medical School (now Robert Wood Johnson School of Medicine), Dr. Sirio received post graduate medical training at the Milton S. Hershey Medical Center Pennsylvania State University, the National Institutes of Health and George Washington University. Dr. Sirio is married to Mary Beth Sirio, RN, MBA, and has four children—Alex, Nicholas, James and Alessandra ranging in age from 3 to 21 years.

#### AMERICAN MEDICAL GROUP ASSOCIATION

##### Sam Lin, MD, PhD, MBA

Samuel Lin received his MD and PhD from the Oregon Health Sciences University and is a member of the Alpha Omega Alpha Medical Honor Society. His other degrees include a BS (Seattle Pacific University), MS (Oregon State), MPA (Troy State University) and MBA (Johns Hopkins University). He began his professional career as a US Public Health Service (PHS) Commissioned Officer in the US Department of Health and Human Services (DHHS) and received exceptional capability promotions to the ranks of Captain and to Rear Admiral. From his first assignment as a General Medical Officer and Clinical Director in the US Indian Health Service (IHS), he next headed the IHS Physician Branch. Later, he headed the Office for Europe, DHHS Office of International Health and served as the US Executive Secretary for Joint US Health Commissions with the former USSR, Poland and former Yugoslavia. He was appointed DHHS Deputy Assistant Secretary for Health from 1981 to 1992. During this time, he also served as Acting Director of the National Center for Health Services Research (now Agency for Healthcare Research and Quality), as Acting Director of the Office of Minority Health and as Chair of the Special Committee to Investigate the FDA's Center for Veterinary Medicine. He also served on various policy committees of DHHS UnderSecretaries and FDA Commissioners and as an ex-officio member of a number of NIH Advisory Councils. From 1992 until 1994, he served as Acting DHHS Deputy Assistant Secretary for Minority Health and then as Senior Advisor to the DHHS Deputy Assistant Secretary for International Health focusing on Asian-Pacific Rim and US-Mexico Border health issues. While in Federal service, he co-founded several organizations (the Asian Pacific Islanders American Health Forum, the Association of Asian Pacific Community Health Organizations and the Asian Pacific Nurses Association). He has served, or currently serves, on Boards of VetsFirst, United Spinal Association, Daiichi Sankyo, Inc., Military Officers Association of America, National Capital Area Epilepsy Foundation, China Foundation, Inc., Hepatitis Foundation International, Rock-Asia Capital Group, Ltd., Omega Systems Group, Inc., National Military Family Association, as Commissioner and Vice Chair of the Maryland Health Services Cost Review Commission and as Commissioner and Chair of the Maryland Community Health Resources Commission. He serves as the American Medical Group Association's Alternate Delegate to the American Medical Association (AMA). He has been recognized with the Veterans of Foreign Wars' Commander-in-Chief Gold Medal of Merit, institution of the US Public Health Service Samuel Lin Award, Seattle Pacific University's 2008 Alumnus of Year, AMA Foundation's 2008 Excellence in Medicine Leadership Award, Oregon Health & Sciences University 2009 Alumni Award for Medical Leadership. After leaving Federal service, he joined the then-Upjohn Company as Executive Director for Federal Medical Affairs. He established new business relationships and marketing opportunities in diverse arenas including the healthcare of military beneficiaries. He subsequently established The Lin Group, LLC and then Humetrics, Inc., a service disabled, veteran owned small business, and serves as a proprietary

consultant or project director for domestic and global healthcare ventures in areas such as health care management and administration, biomedical research and development, biomedical technology and transfer, pharmaceutical and device approvals, health information technology, health management and administration, health facility financing and construction, health systems-medical home and accountable care organizations, alternative and complementary medicine and applied technologies in counter-bioterrorism and homeland security.

#### AMERICAN NURSES ASSOCIATION

##### Marla J. Weston, PhD, RN

Marla J. Weston, PhD, RN, a nurse leader with nearly 30 years of diverse management experience in health care operations, is the chief executive officer (CEO) of the American Nurses Association (ANA), and the American Nurses Foundation (ANF). Dr. Weston currently is involved in multiple performance measurement and public reporting initiatives. She is ANA's representative to the National Priorities Partnership, Hospital Quality Alliance, and Nursing Alliance for Quality Care. Prior to assuming the leadership post at ANA, Dr. Weston developed and managed U.S. Department of Veterans Affairs initiatives to improve the quality of health care for veterans in all Veterans Healthcare Administration facilities nationwide, with a focus on improving the VA nursing workforce. She implemented strategies to improve the work environment, created policies and programs to attract and retain a highly qualified nursing workforce, and promoted nursing as a career choice. Dr. Weston served for four years as the Arizona Nurses Association's executive director, where she led efforts to advocate for nurses on the state and national level and promoted the Magnet Recognition concept, an indication of excellent quality of nursing in hospitals. As a principal in her own consulting firm, Dr. Weston has advised hospitals and educational institutions on quality improvements, as well as resource management, recruitment and retention, and regulatory compliance. Earlier in her career, Dr. Weston worked in a variety of hospital nursing roles for 18 years, including direct patient care in intensive care and medical-surgical units, nurse educator, clinical nurse specialist, director of patient care support and nurse executive. As a hospital administrator, Dr. Weston oversaw structural changes in services that resulted in improved patient satisfaction scores and quality measures. Dr. Weston graduated from Indiana University of Pennsylvania with a bachelor's of science degree in nursing. She graduated from Arizona State University, with a master's of science degree in nursing. She earned her doctoral degree at the University of Arizona. Her dissertation topic, "Antecedents to control over nursing practice," addressed ways to increase the decision-making role of the hospital nurse – in short, nurse influence and power.

#### CATALYST FOR PAYMENT REFORM

##### Suzanne F. Delbanco, PhD

Suzanne F. Delbanco is the executive director of Catalyst for Payment Reform ([www.catalyzepaymentreform.org](http://www.catalyzepaymentreform.org)). Catalyst for Payment Reform (CPR) is an independent, non-profit corporation working on behalf of large employers and public health care purchasers to catalyze improvements in how we pay for health services and to promote higher-value care in the U.S. In addition to her duties at CPR, Suzanne serves on the board of the Health Care Incentives Improvement Institute, the Anvita Health Advisory Council and participates in the Healthcare Executives Leadership Network. Prior to CPR, Suzanne was President, Health Care Division at Arrowsight, Inc., a company using video to help hospitals measure the performance of health care workers and provide them with feedback while they are working to improve adherence to safety and quality protocols. From 2000-2007, Suzanne was the founding CEO of The Leapfrog Group. The Leapfrog Group uses the collective leverage of its large corporate and public members to initiate breakthrough improvements in the safety, quality,

and affordability of health care for Americans. Before joining Leapfrog, Suzanne was a senior manager at the Pacific Business Group on Health where she worked on the Quality Team. Prior to PBGH, Suzanne worked on reproductive health policy and the changing healthcare marketplace initiative at the Henry J. Kaiser Family Foundation. Suzanne holds a Ph.D. in Public Policy from the Goldman School of Public Policy and a M.P.H. from the School of Public Health at the University of California, Berkeley.

#### CONSUMERS UNION

##### Lisa McGiffert

Lisa McGiffert, directs Consumers Union's Safe Patient Project. Consumers Union is the advocacy arm of *Consumer Reports*. The campaign works on state and national levels to make information available to consumers about medical harm, focusing on healthcare-acquired infections, medical errors, physician safety and medical device safety. Beginning in 2003, the campaign initiated state laws to publish hospital infection rates and raise public awareness about the problem; today more than half of the states and Medicare require such reporting. The campaign's collaboration with individuals who have personal experiences with medical harm has developed into a national consumer network to make health care safer. McGiffert routinely lends the consumer voice on these issues at conferences, with the media and when serving on national and state-based patient safety advisory committees. From 1991-2003, McGiffert directed CU advocacy efforts on the full array of health issues in Texas. Prior to joining CU, Lisa was a policy analyst for the Texas Senate Committee on Health and Human Services where, for seven years, she was actively involved in the development and implementation of state policies. She has also worked as a juvenile probation/parole officer. McGiffert has a BA in psychology from Midwestern State University, Texas.

#### FEDERATION OF AMERICAN HOSPITALS

##### Charles N. Kahn III

Charles N. ("Chip") Kahn III is President and CEO of the Federation of American Hospitals (FAH), the national advocacy organization for investor-owned hospitals and health systems. Before coming to the FAH, he was President of the former Health Insurance Association of America and a professional staff person on Capitol Hill specializing in health policy issues. Mr. Kahn holds a Masters of Public Health (M.P.H.) degree from Tulane University School of Public Health and Tropical Medicine, which in 2001 bestowed upon him its prestigious "Champion of Public Health" award. He received a Bachelor of Arts degree from The Johns Hopkins University.

#### LEADINGAGE (FORMERLY AAHSA)

##### Cheryl Phillips, MD, AGSF

Cheryl Phillips, MD is Senior VP of Advocacy at LeadingAge (formerly the American Association of Homes and Services for the Aging). Prior to joining LeadingAge, she was Chief Medical Officer of On Lok Lifeways, the parent to the PACE (Program of All-inclusive Care for the Elderly) model that serves nursing home eligible seniors in the greater San Francisco bay area. Dr. Phillips is the past president of the American Geriatrics Society, the national organization for geriatric health care professionals, and the past president of the American Medical Directors Association, an organization for physicians in long-term care. Dr. Phillips has served on multiple national boards and advisory groups for chronic care including the CMS Technical Expert Panel on Quality Indicators in Long-Term Care, the NCQA Geriatric Measurement Advisory Panel, and the CMS Technical Advisory Panel for Independence at Home Demonstration. She has twice provided testimony to the U.S. Senate Special Committee on Aging. In 2005, she was appointed by Governor Schwarzenegger as a governor's delegate to the White House



Conference on Aging, and is a Governor's appointee to the California Commission on Aging and the California Olmstead Committee. In 2002, she served as one of 30 fellows for the Primary Health Care Policy Fellowship under Secretary Tommy Thompson, Department of Health and Human Services. Dr. Phillips completed her family practice residency and geriatric fellowship at the University of California, Davis.

#### MAINE HEALTH MANAGEMENT COALITION

##### Elizabeth Mitchell

Elizabeth Mitchell serves as President & CEO of the Network for Regional Healthcare Improvement, a national network of multistakeholder Regional Health Improvement Collaboratives with over 30 members across the US. Prior to this, Elizabeth was the CEO of the Maine Health Management Coalition, an employer-led, multi-stakeholder coalition working to improve the value of healthcare services. Elizabeth also served as the CEO of the Maine Health Management Coalition Foundation leading its performance measurement and public reporting program and engaging the public in the use of cost and quality information. While at the Coalition, she led many multistakeholder payment reform and healthcare system redesign efforts, established the MHMC Data and Analytics program with a multipayer claims database and was the nation's 4th designee in CMS' Qualified Entity Certification Program. Elizabeth was integral to the development of Maine's successful State Innovation Model grant in which MHMC was named as the State's 'Implementation Partner'. Elizabeth serves on the Board of the National Quality Forum and on the Coordinating Committee of NQF's Measure Application Partnership. She served for several years on the Board of the National Business Coalition on Health and Chair of its Government Affairs Committee and as Vice-Chair and Chair of the Board of the Network for Regional Healthcare Improvement. Elizabeth is past-chair of Maine's Chartered Value Exchange, a convener of Maine's Aligning Forces for Quality Alliance, and served on the Advisory Council of the Maine Quality Forum. Prior to being appointed CEO of the Maine Health Management Coalition, Elizabeth worked for MaineHealth, Maine's largest integrated health system where she worked with employers and led several transparency and quality improvement efforts. She served two terms representing Portland in the Maine State Legislature, and chaired the Health and Human Services Committee. Elizabeth has held posts at the National Academy for State Health Policy, and London's Nuffield Trust. Elizabeth was selected for an Atlantic Fellowship in Public Policy by the Commonwealth Fund and the British Council. While in the UK, she completed the International Health Leadership Program at Cambridge University's Judge School of Management, while pursuing graduate studies at the London School of Economics. Elizabeth lives in Portland, Maine with her husband and four children.

#### NATIONAL ALLIANCE FOR CAREGIVING

##### Gail Hunt

Gail Hunt is President and CEO of the National Alliance for Caregiving, a non-profit coalition dedicated to conducting research and developing national programs for family caregivers and the professionals who serve them. Prior to heading NAC, Ms. Hunt was President of her own aging services consulting firm for 14 years. She conducted corporate eldercare research for the National Institute on Aging and the Social Security Administration, developed training for caregivers with the American Occupational Therapy Association, and designed a corporate eldercare program for EAPs with the Employee Assistance Professional Association. Prior to having her own firm, she was Senior Manager in charge of human services for the Washington, DC, office of KPMG Peat Marwick. She was appointed by the White House to serve on the Policy Committee for the 2005 White House Conference on Aging. Ms. Hunt was on the Advisory Panel on Medicare Education, is chair of the National Center on Senior Transportation, is a

Commissioner of the Center for Aging Service Technology, and is Secretary of the Long-Term Quality Alliance. Additionally, Ms. Hunt is on the Governing Board of the Patient-Centered Outcomes Research Institute (PCORI).

#### NATIONAL ASSOCIATION OF MEDICAID DIRECTORS

##### Foster Gesten, MD, FACP

Foster Gesten is the Medical Director for the Office of Quality & Patient Safety in the New York State Department of Health. Dr. Gesten provides clinical direction and leadership for a team of professionals engaged in quality oversight, performance measurement and clinical improvement within health plans and public insurance programs in New York. Major initiatives include the development of statewide public reporting systems for commercial, Medicaid, and Child Health managed care programs on quality, access, and satisfaction, medical home demonstrations, provider based quality measurement and improvement, and patient safety. His interests include population health, health service research, and quality improvement projects directed at prevention services and chronic care. Dr. Gesten is a member of the Committee on Performance Measurement (CPM) at the National Committee for Quality Assurance (NCQA), and a member of the Measure Application Partnership Coordinating Committee of the National Quality Forum (NQF). Dr. Gesten was trained in general internal medicine at Brown University.

#### NATIONAL BUSINESS GROUP ON HEALTH

##### Shari Davidson

Shari Davidson is vice president of the National Business Group on Health. The Business Group is a non-profit organization devoted exclusively to representing large employers' perspectives on national health policy issues and providing practical solutions to its members' most important health care problems. She is responsible for the Institute on Health Care Costs and Solutions (including the [National Committee on Evidence-Based Benefit Design](#), the [National Leadership Committee on Consumerism and Engagement](#), the [Payment and Delivery Reform: Employer and Health Plans Committee](#) and the [National Committee on Pharmacy Benefits and Personalized Medicine](#)) and the annual Business Health Agenda conference. Previously Davidson was vice president of benefits at Visant Corporation (Visant). At Visant, she was responsible for the design, finance, communication and administration of health, welfare and wellness programs, retirement plans, Human Resources Information Systems and payroll. Visant was named a Best Employer for Healthy Lifestyles<sup>®</sup> seven years in a row and had medical trend well below the national average. Prior to joining Visant, Davidson worked for a large printing company, Quebecor World, for eight years in a similar capacity and spent eight years as a benefits consultant with Hewitt and William M. Mercer. Before joining the staff, Davidson was an active member of the Business Group for 12 years, including being a founding member and co-chair of the Institute on Health Care Costs and Solutions, a founding member of the Institute on the Costs and Health Effects of Obesity, now the Institute on Innovation in Workforce Well-being, and a participant on the National Committee on Evidence-Based Benefit Design and the Public Policy Advisory Group. She served on the Client Advisory Boards for Anthem BlueCross BlueShield (as chair of the Clinical Strategy and Measurement Initiative Group), CVS Caremark, Castlight and Truven and on the Special Expertise Panel for Total Rewards/Compensation and Benefits for the Society for Human Resource Management (SHRM). Davidson received her B.S. in human development and family studies from Cornell University. She earned her certified employee benefit specialist (CEBS) designation from the Wharton School at the University of Pennsylvania.

## NATIONAL PARTNERSHIP FOR WOMEN AND FAMILIES

### Alison Shippy

Alison Shippy currently works for the National Partnership for Women and Families and serves as Associate Director with the Consumer-Purchaser Alliance – a collaboration of leading consumer, employer and labor groups working together to promote the use of performance measurement in health care to inform consumer choice, value-based purchasing, and payment. Earlier in her career, Alison worked in clinical research and hospital quality/patient safety for Memorial Sloan-Kettering Cancer Center in New York City and most recently worked for the American Academy of Dermatology on issues of performance measurement, patient safety, and value. Alison holds an MPH in health policy and management from Columbia University.

## PACIFIC BUSINESS GROUP ON HEALTH

### William E. Kramer, MBA

Bill Kramer is Executive Director of National Policy for the Pacific Business Group on Health. In this role he leads the organization's policy work at the federal and state level helping to ensure health care reform is implemented in ways that improve health care quality and reduce costs. Kramer also serves as Project Director for the Consumer-Purchaser Disclosure Project, a collaborative led by PBGH and the National Partnership for Women & Families to bring purchasers and consumers together to improve the quality and affordability of health care. Bill has a long and distinguished career in health care. Most recently, he led his own consulting practice where he was actively involved in health reform in Oregon. There he provided policy analysis and guidance to the Oregon Business Council and strategic and technical assistance to the state government. At the national level, Kramer worked with a group of organizations, including the Small Business Majority, on the design and implementation of health insurance exchanges. Prior to developing his consulting practice, Bill was a senior executive with Kaiser Permanente for over 20 years--most recently as Chief Financial Officer for Kaiser Permanente's Northwest Region. Bill also served as general manager for Kaiser Permanente's operations in Connecticut; earlier in his career, he managed marketing, human resources, and medical economics functions. Prior to his career at Kaiser, he was Chief of Budget and Program Analysis Services for the Washington State Department of Social and Health Services. Bill has an MBA from Stanford Graduate School of Business and a BA from Harvard.

## PHARMACEUTICAL RESEARCH AND MANUFACTURERS OF AMERICA (PHRMA)

### Christopher M. Dezii, RN, MBA,CPHQ

Christopher Dezii is Director, Healthcare Quality and Performance Measures in the US Health Services Group at the Bristol-Myers Squibb Company with a primary function of advancing Healthcare Quality for all. A contributing member of Quality focused organizations such as the NQF, IOM, CMS and PCORI while achieving Certified Professional in Healthcare Quality (CPHQ) status. Over the last 18 years in industry, Demonstrated competencies in Health Economics, Disease Management, Outcomes Research, and Phase IV Retrospective Clinical Research with over 55 publications in various journals spanning Oncology, HIV, Diabetes, and Cardiovascular Disease . I've earned my degree in Nursing maintaining professional licensure, a Bachelors degree (Magna cum laude) in Business Administration and MBA in Strategic Management (Summa cum laude).

## INDIVIDUAL SUBJECT MATTER EXPERT MEMBERS (VOTING)

### CHILD HEALTH

#### Richard C. Antonelli, MD, MS

Rich is the Medical Director of Integrated Care and of Physician Relations and Outreach for Boston Children's Hospital. He is on the faculty of Harvard Medical School in the Department of Pediatrics. Between 1987 and 2005, he was in full time, community-based general pediatrics, founding Nashaway Pediatrics in Sterling, MA. Since 1987, his clinical work has focused on providing comprehensive, family-centered care for all children, youth, and young adults, but especially for those with special health care needs. He is a member of the Project Advisory Committee of the National Center for Medical Home Implementation at the American Academy of Pediatrics. He has published data about the outcome efficacy and cost of care coordination services for children and youth with special health care needs and their families in primary care settings. Rich has also published work defining mechanisms for integration and coordination of care across systems including the development of strategies and interventions to improve collaborative efforts between families, primary care providers, and subspecialists. He has served on the Steering Committee for Care Coordination at the National Quality Forum and as an advisor to the Patient-Centered Medical Home measurement tool work group at the National Committee for Quality Assurance (NCQA). In conjunction with researchers and policy representatives from internal medicine and family medicine, he represented the Academic Pediatrics Association in the national initiative *Establishing a Policy Relevant Research Agenda for the Patient-Centered Medical Home: A Multi-Disciplinary Approach*. He co-authored *Making Care Coordination a Critical Component of the Pediatric Health System: A Multidisciplinary Framework*, supported by The Commonwealth Fund. He has been appointed to the Measure Applications Partnership at the National Quality Forum since its inception. He has provided consultation on care coordination and integration methodologies and measures to multiple states, to US federal agencies, and to some international stakeholders. He is currently funded by the Lucile Packard Foundation for Children's Health to develop a family-reported measure of care integration. Since care coordination is so central to the effective transformation of the American health care system, Antonelli's work has been used for both adult and pediatric health care delivery systems. He has general pediatrics clinical responsibilities in the Primary Care Clinic setting at Boston Children's Hospital where he teaches residents, students, and fellows. He still is the primary care provider for several patients who have been with him since he first completed his residency!

### POPULATION HEALTH

#### Bobbie Berkowitz, PhD, RN, CNAA, FAAN

Bobbie Berkowitz is currently the Dean and Mary O'Neil Munding Professor of Nursing at Columbia University School of Nursing and Senior Vice President of the Columbia University Medical Center. She was previously the Alumni Endowed Professor of Nursing and Chair of the Department of Psychosocial and Community Health at the University Of Washington School Of Nursing and Adjunct Professor in the School of Public Health and Community Medicine. In addition, she served as a Consulting Professor with Duke University and the University of California at Davis. Dr. Berkowitz directed the NIH/NINR funded Center for the Advancement of Health Disparities Research and the National Program Office for the RWJF funded Turning Point Initiative. She joined the faculty at the University of Washington after having served as Deputy Secretary for the Washington State Department of Health and Chief of Nursing Services for the Seattle-King County Department of Public Health. Dr. Berkowitz has been a member of the Washington State Board of Health, the Washington Health Care Commission, the board of the

American Academy of Nursing, and chaired the Board of Trustees of Group Health Cooperative. She serves on a number of editorial boards, including the *Journal of Public Health Management and Practice*, *Policy, Politics, and Nursing Practice*, and as Associate Editor of *Nursing Outlook*. Dr. Berkowitz is an elected Fellow in the American Academy of Nursing and elected member of the Institute of Medicine. She holds a Ph.D. in Nursing Science from Case Western Reserve University and Master of Nursing and Bachelor of Science in Nursing from the University of Washington. Her areas of expertise and research include public health systems and health equity.

#### DISPARITIES

##### Marshall Chin, MD, MPH, FACP

Marshall H. Chin, MD, MPH, FACP, Richard Parrillo Family Professor of Healthcare Ethics in the Department of Medicine at the University of Chicago, is a general internist with extensive experience improving the care of vulnerable patients with chronic disease. Dr. Chin is Director of the RWJF Finding Answers: Disparities Research for Change National Program Office. He was a member of the IOM Committee on Future Directions for the National Healthcare Quality and Disparities Reports. He is a member of the NQF Healthcare Disparities and Cultural Competency Consensus Standards Steering Committee and served on the NQF MAP Clinician Workgroup 2011-2012.

#### RURAL HEALTH

##### Ira Moscovice, PhD

Dr. Moscovice is the Mayo Professor and Head of the Division of Health Policy and Management at the University of Minnesota School of Public Health. He is director of the University of Minnesota Rural Health Research Center funded by the Federal Office of Rural Health Policy (ORHP). He has written extensively on issues related to rural health care and use of health services research to improve health policy decision making in state government. Dr. Moscovice is one of the leading rural health services researchers in the nation and was the first recipient of the National Rural Health Association's Distinguished Researcher Award in 1992. In 2002, he received a Robert Wood Johnson Foundation Investigator Award in Health Policy Research and in 2004 he served as a member of the Future of Rural Health Care Panel of the Institute of Medicine, National Academies. Dr. Moscovice has served as the principal investigator for numerous rural health studies funded by, among others, ORHP, the Centers for Medicare and Medicaid Studies, AHRQ, the Robert Wood Johnson Foundation, and the U.S. Department of Veterans Affairs. His current research interests include the quality of rural health care, the evaluation of alternative rural health care delivery systems, hospice and end-of-life care for rural Medicare beneficiaries, technology diffusion in rural areas, and the implementation and the assessment of rural health networks.

#### MENTAL HEALTH

##### Harold A. Pincus, MD

Harold Alan Pincus, MD is Professor and Vice Chair of the Department of Psychiatry at Columbia University's College of Physicians and Surgeons, Director of Quality and Outcomes Research at New York Presbyterian Hospital and Co-Director of Columbia's Irving Institute for Clinical and Translational Research. Dr. Pincus also serves as a Senior Scientist at the RAND Corporation. Previously he was Director of the RAND-University of Pittsburgh Health Institute and Executive Vice Chairman of the Department of Psychiatry at the University of Pittsburgh. He is the National Director of the Health and Aging Policy Fellows Program (funded by Atlantic Philanthropies), and directed the Robert Wood Johnson Foundation's National Program on Depression in Primary Care and the John A. Hartford

Foundation's national program on Building Interdisciplinary Geriatric Research Centers. Dr. Pincus was also the Deputy Medical Director of the American Psychiatric Association and the founding director of APA's Office of Research and Special Assistant to the Director of the NIMH and also served on White House and Congressional staffs. Dr. Pincus was Vice Chair of the Task Force on Diagnostic and Statistical Manual, Fourth Edition (DSM IV) and has been appointed to the editorial boards of ten major scientific journals. He has edited or co-authored 23 books and over 300 scientific publications on health services research, science policy, research career development and the diagnosis and treatment of mental disorders. Among other projects, he is currently leading the national evaluation of mental health services for veterans and the redesign of primary care/ behavioral health relationships in New Orleans. He has also been a consultant to federal agencies and private organizations, including the U.S. Secret Service, Institute of Medicine, John T. and Catherine D. MacArthur Foundation and served on multiple national and international committees. He is a member of the Scientific Council of the National Alliance for the Mentally Ill and chairs the NIH/NCRR Evaluation Key Function Committee for Clinical and Translational Science Awards and the WHO/ICD 11 Technical Advisory Group on Quality and Patient Safety. For over 22 years he worked one night a week treating the severely mentally ill at a community clinic.

#### POST-ACUTE CARE/ HOME HEALTH/ HOSPICE

##### Carol Raphael, MPA

Carol Raphael served as the President and Chief Executive Officer of the Visiting Nurse Service of New York (VNSNY), the largest nonprofit home health care organization in the United States from 1989 to 2011. Ms. Raphael expanded the organization's services and launched innovative models of care for complex populations with chronic illness. Prior to joining VNSNY, Ms. Raphael held executive positions at Mt. Sinai Medical Center and in New York City government. Currently, Ms. Raphael is a Visiting Fellow at Harvard University. She chairs the New York eHealth Collaborative, a public-private partnership working to advance the adoption of health information technology. She is the Chair of the Long-Term Quality Alliance, Chair of the National Quality Forum MAP Workgroup on Post Acute and Long Term Care, a strategic adviser to NCQA and was a member of New York State Governor Cuomo's Medicaid Redesign Team. Ms. Raphael is a nationally recognized expert on health care policy and in particular, high-risk, complex populations with chronic illnesses and long term services and supports. She served on numerous commissions including the Medicare Payment Advisory Commission, the New York State Hospital Review and Planning Council and several Institute of Medicine committees. She has served on a number of boards including the Lifetime Blue Cross/Blue Shield Board and the American Foundation for the Blind. She is currently Vice-Chair of the AARP Board and serves on the boards of the Primary Care Development Corporation, Pace University, the Medicare Rights Center and the New York City Citizens Budget Commission. She is a member of several advisory boards including the Harvard School of Public Health's Health Policy Management Executive Council, the New York City Health and Mental Hygiene Advisory Council, The New York City Age-Friendly Commission and the New York University School of Nursing Advisory Board. She co-edited the book *Home Based Care for a New Century*. She was a Visiting Fellow at the Kings Fund in the United Kingdom, and was listed in *Crain's New York Business 50 Most Powerful Women in New York City*.

## FEDERAL GOVERNMENT MEMBERS (NON-VOTING, EX OFFICIO)

### AGENCY FOR HEALTHCARE RESEARCH AND QUALITY (AHRQ)

#### Nancy J. Wilson, MD, MPH

Nancy J. Wilson, MD, MPH is Senior Advisor to the Director of the Agency for Healthcare Research and Quality and leads the Agency's work to develop and implement a national strategy for quality improvement that improves the healthcare delivery system, patient health outcomes, and population health. She also supports the newly established federal-wide Working Group to address healthcare quality. She provides strategic leadership and technical assistance on improvement implementation and data sharing among state Medicaid Medical Directors and is currently working with CMS to identify a core set of quality measures for Medicaid eligible adults. Dr. Wilson has a bachelor's degree in nursing from the University of Pittsburgh, a medical degree from Johns Hopkins, and a master's degree in public health/health care management from the Harvard School of Public Health where she completed a health services research fellowship.

### CENTERS FOR DISEASE CONTROL AND PREVENTION (CDC)

#### Chesley Richards, MD, MPH

Dr. Chesley Richards is the Director of the Office of Public Health Scientific Services (OPHSS). In this role, Dr. Richards is a key advisor to the CDC Director and oversees the National Center for Health Statistics, publication of the MMWR, The Guide to Community Preventive Services, and Vital Signs. He also is responsible for the Epidemic Intelligence Service and other scientific training programs and a broad range of cross cutting epidemiology, public health surveillance, and laboratory services. OPHSS has approximately 1,000 staff and campuses in Atlanta, Georgia; Hyattsville; Maryland; and Research Triangle Park, North Carolina. Previously, Dr. Richards served CDC in a variety of roles including Director of the Immunization Services Division in the National Center for Immunization and Respiratory Diseases and Deputy Director of the Division of Healthcare Quality Promotion in the National Center for Preparedness, Detection, and Control of Infectious Diseases. Dr. Richards earned his medical degree from the Medical University of South Carolina and a master's degree in public health policy and administration from the University of North Carolina at Chapel Hill (UNC). He is a graduate of the Epidemic Intelligence Service (EIS) at CDC, the Cancer Control Education Fellowship at UNC Lineberger Cancer Center, and the Program on Clinical Effectiveness at Harvard School of Public Health. Dr. Richards has completed specialized training at the Medical College of Georgia, Emory University, and UNC. Before coming to CDC, Dr. Richards served as the Chief of General Internal Medicine and Associate Director for Internal Medicine Residency Training at the Medical College of Georgia. Dr. Richards has also been a reviewer for several leading medical and public health journals and has published more than fifty journal articles and chapters. He is currently a Clinical Associate Professor in the Division of General Medicine and Geriatrics at Emory University. Dr. Richards's professional interests include healthcare quality, preventive services, public health surveillance, health policy, and public health leadership.

### CENTERS FOR MEDICARE & MEDICAID SERVICES (CMS)

#### Patrick Conway, MD, MSc

Patrick Conway, MD, MSc, is Chief Medical Officer for the Centers for Medicare & Medicaid Services (CMS) and Director of the Office of Clinical Standards and Quality. This office is responsible for all quality measures for CMS, quality improvement programs in all 50 states, clinical standards, and all coverage decisions for treatments and services for CMS. The office budget exceeds \$1.3 billion. Previously, he was

Director of Hospital Medicine and an Associate Professor at Cincinnati Children's Hospital. He was also AVP Outcomes Performance, responsible for leading measurement, including the electronic health record measures, and facilitating improvement of health outcomes across the \$1.5 billion health care system, including all Divisions and Institutes. Previously, he was Chief Medical Officer at the Department of Health and Human Services (HHS) in the Office of the Assistant Secretary for Planning and Evaluation. In 2007-08, he was a White House Fellow assigned to the Office of Secretary in HHS and the Director of the Agency for Healthcare Research and Quality. As Chief Medical Officer, he had a portfolio of work focused primarily on quality measurement and links to payment, health information technology, and policy, research, and evaluation across the entire Department. He also served as Executive Director of the Federal Coordinating Council on Comparative Effectiveness Research coordinating the investment of the \$1.1 billion for CER in the Recovery Act. He was a Robert Wood Johnson Clinical Scholar and completed a Master's of Science focused on health services research and clinical epidemiology at the University of Pennsylvania and Children's Hospital of Philadelphia. Previously, he was a management consultant at McKinsey & Company, serving senior management of mainly health care clients on strategy projects. He has published articles in journals such as JAMA, New England Journal of Medicine, Health Affairs, and Pediatrics and given national presentations on topics including health care policy, quality of care, comparative effectiveness, hospitalist systems, and nurse staffing. He is a practicing pediatric hospitalist, completed pediatrics residency at Harvard Medical School's Children's Hospital Boston, and graduated with High Honors from Baylor College of Medicine. He is married with two children.

#### HEALTH RESOURCES AND SERVICES ADMINISTRATION (HRSA)

##### John E. Snyder, MD, MS, MPH (FACP)

After earning B.S. and M.S. degrees in Biology from the University of Massachusetts at Boston, Dr. Snyder received his M.D. degree from the University of Massachusetts Medical School. He completed his residency training at the Brown University Residency Program in Internal Medicine and then also served as Chief Medical Resident at Brown. He is board certified in Internal Medicine and a Fellow of the American College of Physicians (FACP). Dr. Snyder previously served as an Assistant Professor of Medicine at John Hopkins School of Medicine and was the Assistant Program Director of the Osler Internal Medical Residency Program at Johns Hopkins Hospital. After joining the medical school faculty at UNC Chapel Hill in 2005, based at the South East AHEC in Wilmington, he later became the SEAHEC residency Program Director in Internal Medicine and the Vice Chair of Medicine at New Hanover Regional Medical Center. He earned his MPH degree from UNC Chapel Hill in 2011. Dr. Snyder's research and writing interests center around issues related to health care access, medical ethics, and cultural competency. In addition to authoring numerous journal articles, he recently was the primary author on two books: Evidence-Based Medical Ethics and Breaking Down Barriers to Care. He currently (as of 2011) serves as a Medical Officer in the U.S. Health Resources and Services Administration (HRSA), a branch of the U.S. Department of Health and Human Services. His work at HRSA mainly centers around initiatives through the Affordable Care Act (commonly, the "health care reform" act) that seek to meet the health care needs of underserved populations in the U.S. This effort includes endeavors to build and strengthen the country's primary care work force and reduce the cost and improve the efficiency of health care delivery.

#### OFFICE OF PERSONNEL MANAGEMENT/FEHBP (OPM)

##### Edward Lennard, PharmD, MBA



Dr. Lennard joined OPM as Chief Pharmacy Officer in May 2013. He provides pharmacy benefit guidance and oversight to carriers in the FEHB and MSP programs. He has developed and operated quality assurance programs for outpatient prescription drug programs since the 1980's when he directed some of the earliest large-scale retrospective drug utilization review programs for Medicaid and commercial benefit programs. Prior to joining OPM, Dr. Lennard served for ten years as Director, Pharmacy Policy for the BlueCross and Blue Shield Association's FEHB drug benefit program. Dr. Lennard received his Doctor of Pharmacy degree from the University of Southern California and his MBA from Emory University. He is an active member of the National Quality Forum, Measure Applications Partnership Coordinating Committee, the Pharmacy Quality Alliance, Medication Use Safety Committee, and the National Business Group of Health, Pharmacy Benefits and Personalized Medicine Committee.

#### OFFICE OF THE NATIONAL COORDINATOR FOR HIT (ONC)

##### Kevin Larsen, MD, FACP

Kevin 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.

#### ACCREDITATION/CERTIFICATION LIAISONS (NON-VOTING)

##### AMERICAN BOARD OF MEDICAL SPECIALTIES

##### Lois Margaret Nora, MD, JD, MBA

Dr. Lois Margaret Nora is President and Chief Executive Officer of the American Board of Medical Specialties (ABMS). Prior to ABMS, Dr. Nora served as Interim President and Dean of The Commonwealth Medical College (TCMC) in Scranton, Pennsylvania, one of the nation's newest medical schools. Under Dr. Nora's leadership, TCMC achieved major milestones en route to fulfilling its promise to improve health care in northeastern Pennsylvania through innovative, community-focused, patient-centered, evidence-based medical education. From 2002-2010, Dr. Nora served as President and Dean of Medicine at Northeast Ohio Medical University (then NEOUCOM). During Dr. Nora's tenure, institutional accomplishments included the founding of a College of Pharmacy and College of Graduate Studies; a founding partnership in the Austen BioInnovation Institute in Akron; and selection as one of Ohio's best workplaces, among others. Previously, Dr. Nora served as Associate Dean of Academic Affairs and Administration and Professor of Neurology at the University of Kentucky College of Medicine, and Assistant Dean and Assistant Professor of Neurology at Rush Medical College in Chicago. Dr. Nora's scholarly work focuses on issues in medical education, particularly the student environment, and issues at the intersection of law and medicine. Her honors include the American Medical Women's Association President's Recognition Award, the AAMC Group on Educational Affairs Merrel Flair Award in Medical

Education, The Phillips Medal of Public Service from the Ohio University College of Osteopathic Medicine, and the 2010 Northeast Ohio Medical University College of Pharmacy Dean's Leadership Award, among others. Dr. Nora received her medical degree from Rush Medical College, a law degree and certificate in clinical medical ethics from the University of Chicago and a Master of Business Administration degree from the University of Kentucky Gatton College of Business and Economics. She is Board Certified and participating in Maintenance of Certification in neurology by the American Board of Psychiatry and Neurology.

#### **NATIONAL COMMITTEE FOR QUALITY ASSURANCE**

##### **Margaret E. O'Kane, MHS**

Since 1990, Margaret E. O'Kane has served as President of the National Committee for Quality Assurance (NCQA), an independent, non-profit organization whose mission is to improve the quality of health care everywhere. Under her leadership, NCQA has developed broad support among the consumer, employer and health plan communities. About three-quarters of the nation's largest employers evaluate plans that serve their employees using Healthcare Effectiveness Data and Information Set (HEDIS®) data. In recent years, NCQA has received awards from the National Coalition for Cancer Survivorship, the American Diabetes Association and the American Pharmacists' Association. In addition to her leadership of NCQA, Ms. O'Kane plays a key role in many efforts to improve health care quality. Recently, she was awarded the 2009 Picker Institute Individual Award for Excellence in the Advancement of Patient-Centered Care for her leadership of NCQA and lifetime achievement in improving patient-centered health care. In 1999, Ms. O'Kane was elected as a member of the Institute of Medicine. She also serves as co-chair of the National Priorities Partnership, a broad-based group of high-impact stakeholder organizations, working together to bring transformative improvement to our health care system. Ms. O'Kane began her career in health care as a respiratory therapist and went on to earn a master's degree in health administration and planning from the Johns Hopkins University.

#### **THE JOINT COMMISSION**

##### **Mark R. Chassin, MD, FACP, MPP, MPH**

Mark R. Chassin, MD, FACP, MPP, MPH, is president of The Joint Commission. In this role, he oversees the activities of the nation's predominant standards-setting and accrediting body in health care. Joint Commission accreditation and certification is recognized worldwide as a symbol of quality that reflects an organization's commitment to quality improvement and to meeting state-of-the-art performance standards. Dr. Chassin is also president of the Joint Commission Center for Transforming Healthcare. Established in 2009 under Dr. Chassin's leadership, the Center works with the nation's leading hospitals and health systems to address health care's most critical safety and quality problems such as health care-associated infection (HAI), hand-off communications, wrong site surgery, surgical site infections, and preventing avoidable heart failure hospitalizations. The Center is developing solutions through the application of the same Robust Process Improvement™ (RPI) methods and tools that other industries rely on to improve quality, safety and efficiency. In keeping with its objective to transform health care into a high reliability industry, The Joint Commission will share these proven effective solutions with the more than 19,000 health care organizations and programs it accredits and certifies. Previously, Dr. Chassin was the Edmond A. Guggenheim Professor of Health Policy and founding Chairman of the Department of Health Policy at the Mount Sinai School of Medicine, New York, and Executive Vice President for Excellence in Patient Care at The Mount Sinai Medical Center. Before coming to Mount Sinai, Dr. Chassin served as Commissioner of the New York State Department of Health. He is a board-certified internist and practiced emergency medicine for 12 years. His background also includes service

in the federal government and many years of health services and health policy research. While at Mount Sinai Medical Center, Dr. Chassin built a nationally recognized quality improvement program. The focus of the program was on achieving substantial gains in all aspects of quality of care, encompassing safety, clinical outcomes, the experiences of patients and families, and the working environment of caregivers. This initiative was a combined effort of The Mount Sinai Hospital and The Mount Sinai School of Medicine and aimed to create models of world-class excellence that produce major, measurable, and sustainable improvements in all of these vital dimensions of patient care. Dr. Chassin's research during his 12 years at Mount Sinai focused on developing health care quality measures; using those measures in quality improvement; understanding the relationship of quality measurement and improvement to health policy. In addition, he used his experience in quality measurement and improvement to design and deploy a number of effective community-based intervention trials that reduced racial and ethnic disparities in health and health care. Dr. Chassin has been recognized for his contributions to the fields of quality measurement and improvement with several honors. He is a member of the Institute of Medicine of the National Academy of Sciences and was selected in the first group of honorees as a lifetime member of the National Associates of the National Academies, a new program which recognizes career contributions. In addition, Dr. Chassin was a member of the IOM committee that authored "To Err is Human" and "Crossing the Quality Chasm." He is a recipient of the Founders' Award of the American College of Medical Quality and the Ellwood Individual Award of the Foundation for Accountability. Dr. Chassin received his undergraduate and medical degrees from Harvard University and a master's degree in public policy from the Kennedy School of Government at Harvard. He also holds a master's degree in public health from the University of California at Los Angeles.

## NATIONAL QUALITY FORUM STAFF

### DISCERN HEALTH CONSULTING

#### Thomas B. Valuck, MD, JD, MHSA

Thomas B. Valuck, MD, JD, is a Partner with Discern Health Consulting. He previously served four years as Senior Vice President, Strategic Partnerships, at the National Quality Forum (NQF) where he oversaw 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 aim to improve health and healthcare through use of performance information for public reporting, payment incentives, accreditation and certification, and systems improvement. Dr. Valuck currently continues to work with the MAP project as a consultant. Dr. Valuck comes to NQF from the Centers for Medicare & Medicaid Services (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, Dr. Valuck was recognized for his leadership in advancing Medicare's pay-for-performance initiatives, receiving both the 2009 Administrator's Citation and the 2007 Administrator's Achievement Awards. Before joining CMS, Dr. Valuck 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; 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. Dr. Valuck 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.

### Robert Saunders, PhD

Most recently, Robert Saunders was a senior program officer at the Institute of Medicine, fielding issues related to value, systems approaches to health, measurement, and the development of a learning health system. He was the study director for the IOM report *Best Care at Lower Cost*, which explored the key challenges and opportunities in building a continuously learning and improving health care system. Dr. Saunders came to the IOM from the office of Congressman Rush Holt (New Jersey), where he was a Legislative Assistant in charge of handling health reform, Medicare and Medicaid, small business, the Congressional Biomedical Research Caucus, and budget policy areas. For eight years prior, he was a researcher at Duke University, first as a graduate student in Physics and later as a postdoctoral fellow in the Department of Radiology. While at Duke, his research focused on quality measures of medical imaging systems, specifically evaluating breast imaging systems for their performance in breast cancer detection. In addition to these activities, he is an adjunct faculty at American University, where he teaches courses in health policy, and he serves on the William and Mary Graduate Studies Advisory Board, which focuses on improving graduate studies at the university.

### Allison Ludwig, RN, MPH, MHA

Allison Ludwig is a Senior Project Manager, Strategic Partnerships, at the National Quality Forum. Ms. Ludwig staffs the NQF-convened Measures Application Partnership (MAP), leading an expert group of stakeholders on the over-arching Coordinating Committee, in addition to supporting efforts for quality measurement for Medicaid eligible beneficiaries, and the health work force. Prior to joining NQF, Ms. Ludwig spent two years as an Administrative Fellow at the University of Pittsburgh Medical Center (UPMC) 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 J. 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.