

BIOS OF THE MAP HOSPITAL WORKGROUP

CHAIR (VOTING)

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. At 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 eligibles. 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.

ORGANIZATIONAL MEMBERS (VOTING)

ALLIANCE OF DEDICATED CANCER CENTERS

Ronald Walters, MD, MBA, MHA, MS

Ron Walters is an associate vice president of medical operations and informatics at The University of Texas MD Anderson Cancer Center in The Texas Medical Center, applying more than 30 years of experience and knowledge at MD Anderson. Dr. Walters is a breast medical oncologist and is responsible for the professional aspects of Clinical Operations including Medical Informatics, the Tumor Registry, the Transfer Center, Managed Care Programs, Uncompensated Charity Care, Clinical Safety and Effectiveness and the Physicians Network. He serves on multiple institutional committees striving for improvements in patient care, research and our support systems. Dr. Walters pursued his MBA at the University of Houston. When he realized it didn't cover enough of the health care administration aspects, he went for a Masters degree too. It was in business school where he really learned to appreciate that a different perspective was obtained if you had some hands-on experience in the profession. He completed a Masters program in the management of computing and information

systems at Houston Baptist University. Dr. Walters considers himself a productive member of a great team with great leadership at MD Anderson Cancer Center.

AMERICAN FEDERATION OF TEACHERS HEALTHCARE

Mary Lehman MacDonald

Mary Lehman MacDonald is director of AFT Healthcare, the health care division of the American Federation of Teachers, representing nearly 70,000 nurses and health professionals and 1.5 million teachers, educational support staff, state and municipal employees and other consumers of health care. She is involved in the development of organizational policy related to health care. Prior to joining the AFT, Ms. MacDonald worked for the national AFL-CIO as Assistant Director of the AFL-CIO Community Services Department and as staff for the AFL-CIO Labor Law Task Force. She also served on the faculty of the labor extension division of Cornell University's School of Industrial and Labor Relations.

AMERICAN HOSPITAL ASSOCIATION

Richard Umbdenstock

Richard J. Umbdenstock became president and chief executive officer of the American Hospital Association (AHA) on January 1, 2007. He was the elected AHA Board Chair in 2006. The AHA leads, represents and serves more than 5,000 member hospitals, health systems and other health care organizations, and 40,000 individual members. Mr. Umbdenstock's career includes experience in hospital administration, health system leadership, association governance and management, HMO governance and health care governance consulting. He has written several books and articles for the hospital board audience and authored national survey reports for the AHA and its Health Research and Educational Trust, and for the American College of Healthcare Executives. He received a B.A. degree in Politics in 1972 from Fairfield University, Fairfield, CT, and a Master of Science degree in 1974 in Health Services Administration from the State University of New York at Stony Brook. He is a Fellow of the American College of Healthcare Executives. Mr. Umbdenstock serves on the National Quality Forum Board of Directors and the National Priorities Partnership.

AMERICAN ORGANIZATION OF NURSE EXECUTIVES

Patricia Conway-Morana, RN

Pat Conway-Morana received her basic nursing education as a diploma graduate from Riverside Hospital School of Nursing; her BSN from Jefferson College of Health Sciences; her BS in Business Administration from Christopher Newport University; her Master of Administration from Lynchburg College and her Doctorate in Nursing from George Mason University. She has worked as a Labor and Delivery Staff Nurse and in several leadership roles including Labor and Delivery Nurse Manager; Risk Management Consultant; Director of Accreditation and Licensure; and Chief Nurse Executive at Carilion Health System, Columbus Regional Medical Center and Inova Fairfax Hospital. Pat is certified in Inpatient Obstetrics; as a Professional in Healthcare Quality; Board Certified as a Nurse Executive, Advanced: Certified in Executive Nursing Practice and is a Fellow in the American College of Healthcare Executives. Pat is a former member of the Board of Directors of the American Organization of Nurse Executives and the past Board Chairperson for the AONE Foundation. She is also a member of the American Nurses Association, Sigma Theta Tau International Nursing Honor Society, and the American College of Healthcare Executives. Pat is a consultant with Joint Commission Resources working on the Partnership for Patients initiative as well as other Joint Commission Resources projects.

AMERICAN SOCIETY OF HEALTH-SYSTEM PHARMACISTS

Shekhar Mehta, PharmD, MS

Shekhar Mehta, PharmD, MS, is Director of Clinical Guidelines and Quality Improvement at the American Society of Health-System Pharmacists (ASHP), in Bethesda, Maryland. He earned his Master of Science in Biostatistics from the University of Pittsburgh School of Public Health in August of 2006, and Pharm.D. from the University of Maryland School of Pharmacy in 2010. While attending the University of Maryland he concurrently interned in the Biometrics and Data Management Department at Boehringer-Ingelheim Pharmaceuticals for 3 years helping develop clinical trial reports for submission to the FDA. Following the completion of his Pharm.D., Dr. Mehta mastered clinical skills and served the leadership role of being one of the first residents of an emerging PGY1 Pharmacy Practice Residency Program at Frederick Memorial Hospital, a small but diverse community hospital in Frederick, Maryland. Dr. Mehta joined the team at ASHP in the summer of 2011, where he coordinates and manages the development of ASHP therapeutic guidance documents in the compendium of Best Practices for Hospital and Health-System Pharmacy. He serves as an advocate on clinical quality improvement initiatives with various public and private sector organizations on behalf of ASHP.

ASC QUALITY COLLABORATION

Donna Slosburg

Bio Pending

BLUE CROSS BLUE SHIELD OF MASSACHUSETTS

Wei Ying

Wei Ying, MD, MS, MBA, is Senior Director, Performance Measurement Methods and Population Health at Blue Cross Blue Shield of Massachusetts. In this role, she oversees a broad range of health outcomes research that includes gaps in care opportunities, healthcare utilization trends, medication adherence, disease prevalence and population based disease burden analysis, patient health status comparisons, comparative effectiveness analysis on healthcare interventions, and hospital readmissions. Her work also focuses on assessing the feasibility of bringing newly endorsed clinical measures into physician/hospital incentive programs as well as member engagement strategy. She is also actively involved in the quality measurement component of BCBSMA Alternative Quality Contract (AQC), a global budget, provider risk contract model launched in 2009 with the twin goals of improving quality and outcomes while significantly slowing spending growth. Wei graduated from Medical school in China, earned her Master Degree in Biometrics from State University of NY at Albany and received her M.B.A degree from Boston University with concentration in Health Care Management.

BUILDING SERVICES 32BJ HEALTH FUND

Barbara Caress

Barbara Caress has over 25 years of experience as a non-profit and public agency manager, consultant and administrator. She is currently Director of Strategic Policy and Planning for the SEIU Local 32BJ Health, Pension, Legal and Training Funds, which provide benefits to 250,000 people living in seven states. She directs the Funds' research and planning efforts and staffs the Trustees' committees on health insurance, benefits and reform. Under her direction the 32BJ Health Funds have undertaken a substantial re-design effort dedicated to developing incentives for members to use, and providers to offer, patient centered medical homes and other certified quality providers. Ms Caress spent many years as a health care consultant working for such clients as the New York City and State Health Departments,

the Community Service Society, Local 1199 and the United Hospital Fund. She is currently a member of NCQA's Standards Committee and the NYC Primary Care Improvement Project Advisory Board. Author of a wide range of health policy reports and reviews, Ms Caress received her undergraduate and graduate education at the University of Chicago and is currently an adjunct faculty member at the School of Public Affairs, Baruch College, CUNY.

CHILDREN'S HOSPITALS AND RELATED INSTITUTIONS

Andrea Benin, MD

Andrea L. Benin, MD is Senior Vice-President, Quality and Patient-Safety for the Connecticut Children's Medical Center as well as Assistant Professor of Pediatrics, University of Connecticut School of Medicine. In this role, Dr Benin drives the agenda and activities to provide the highest quality, safest care for children in Connecticut. Dr. Benin is a pediatrician with background and training in informatics, public health, epidemiology, and infectious diseases. Dr. Benin has particular expertise in developing, validating, and measuring metrics of quality of care – in both paper and electronic formats. Her previous position was as System Executive Director, Performance Management for the Yale New Haven Health System and Quality and Safety Officer, Yale-New Haven Children's Hospital as well as Assistant Clinical Professor, Pediatrics, Yale School of Medicine in New Haven, Connecticut. In that role, she oversaw the quality and safety activities for the three-hospital Yale New Haven Health System as well as the Children's Hospital. Dr. Benin has served on and continues to serve on multiple peer-review groups and study sections as well as several national steering committees.

IOWA HEALTHCARE COLLABORATIVE

Lance Roberts, PhD

Lance L. Roberts, PhD is the Health Services Analyst for the Iowa Healthcare Collaborative. He is primarily responsible for collaborating with state healthcare stakeholders and national quality/safety measurement and reporting organizations in order to promote and carry out responsible public reporting efforts in Iowa. These efforts culminate in the release of Iowa hospital quality/safety performance information in the online Iowa Report. He also utilizes his health services research background to produce actionable knowledge for use in various continuous improvement, policy, and research activities conducted by the Iowa Healthcare Collaborative. His educational and professional background include both technology and health services research science. His 14 years of manufacturing experiences included work in production and inventory control, purchasing, master scheduling, capacity management, supervision, and an array of manufacturing/process engineering activities including several years of experience with TPS/Lean methods and philosophy implementation. His healthcare experiences include Six Sigma, Lean, and computer simulation implementation projects within hospitals; teaching undergraduate statistics; public reporting of delivery system performance; and health services research.

MEMPHIS BUSINESS GROUP ON HEALTH

Cristie Upshaw Travis, MSHA

Cristie Upshaw Travis is Chief Executive Officer of the Memphis Business Group on Health, a business coalition with 15 employer members and affiliates providing health care benefits to approximately 350,000+ residents of the Mid-South and Tennessee, which focuses on sharing solutions and providing tools to manage health benefits in an ever-changing environment. Ms. Travis is Immediate Past Chair of the Board of Governors of the National Business Coalition on Health, and continues to serve on the Board; she is former Chair of the Board of Directors for The Leapfrog Group; and she serves on the

Purchaser Advisory Committee for NCQA. She is Immediate Past Chair of the Healthy Memphis Common Table, a community health collaborative in Memphis, TN, and continues to serve on the Board. Ms. Travis is a member of the Board of Trustees for the Southern College of Optometry; President of the Community Advisory Board for the University of Memphis Graduate Program in Health Administration; a member of the Dean's Advisory Council for the University of Memphis School of Public Health; and a member of the Community Advisory Board for the Christian Brothers University Physician's Assistant program. She also serves on the National Commission on Prevention Priorities and the National Transitions of Care Coalition. She has her Master of Science in Hospital and Health Administration from the University of Alabama at Birmingham. Ms. Travis is a frequent national speaker on value-based benefit design, community health improvement collaboratives, employer-sponsored quality improvement initiatives, health plan performance measurement and worksite initiatives. She has recently presented for the National Quality Forum, the World Congress, Integrated Benefits Institute, National Business Coalition on Health, The Leapfrog Group, America's Health Insurance Plans (AHIP), America's Health Information Management Association (AHIMA), and Agency for Healthcare Research & Quality (AHRQ).

MOTHERS AGAINST MEDICAL ERROR

Helen Haskell, MA

Helen Haskell is founder and president of Mothers Against Medical Error, a consumer-led organization dedicated to improving patient safety and providing support for patients who have experienced medical injury. For Helen, patient safety is a calling to which she was brought by the medical error death of her fifteen-year-old son Lewis in a South Carolina hospital in November, 2000. In 2005, Helen helped put together a coalition of patients, policymakers, and healthcare providers to pass the Lewis Blackman Patient Safety Act, the first of several South Carolina legislative initiatives addressing healthcare safety and transparency. In 2007, the state of South Carolina created the Lewis Blackman Chair of Patient Safety and Clinical Effectiveness, an endowed professorship named in honor of her deceased son. Helen is actively involved in patient safety and quality improvement efforts in South Carolina, the United States, and internationally, on topics including medical education reform, patient-activated rapid response, infection prevention, medical error disclosure, and patient empowerment and education. She is a director of the patient safety organizations Consumers Advancing Patient Safety and The Empowered Patient Coalition; a member of the AHRQ National Advisory Council; and a founding member of the Nursing Alliance for Quality Care. Helen is co-author, with Julia Hallisy, of numerous patient educational materials including *The Empowered Patient Guide to Hospital Care for Patients and Families*.

AMERICA'S ESSENTIAL HOSPITALS

Bruce Siegel, MD, MPH

Dr. Siegel has extensive background in health care management, policy and public health, Dr. Siegel has the blend of experience necessary to lead NAPH and its members through the changing health care landscape and into a sustainable future. NAPH is the only national organization representing the interests of hospitals and health systems committed to caring for the uninsured and other vulnerable people. In this role, NAPH works to preserve and protect these organizations, which serve as the foundation of a strong, vibrant health system that provides for all members of society. Since joining NAPH in 2010, Dr. Siegel has guided the organization toward realizing its strategic vision of helping members transform into integrated health care delivery systems and leaders in access and care quality. NAPH also works to secure sustainable funding for the safety net. Dr. Siegel has helped shape NAPH's

work in advocacy, member support, and quality, and he led the launch of the NAPH Transformation Center, a forum for best practices and opportunities for members to participate in peer-based learning. With Dr. Siegel's leadership, NAPH has established the nation's first safety net hospital quality network under the Centers for Medicare & Medicaid Services' Partnership for Patients. NAPH members will work together to provide safer care and help eliminate disparities in care for America's most vulnerable patients. Dr. Siegel's intimate knowledge of member needs comes in part from his direct experience within the safety net system. He previously served as president and CEO of two NAPH member systems: New York City Health and Hospitals Corporation and Tampa General Healthcare. His hands-on member experience provided a lens with which to view his research and policy work as director of the Center for Health Care Quality and professor of health policy at the George Washington University School of Public Health and Health Services, where he served immediately prior to joining NAPH. In addition, Dr. Siegel has served as commissioner of health of the State of New Jersey. Among many accomplishments, Dr. Siegel has led groundbreaking work on quality and equity for the Robert Wood Johnson Foundation, as well as projects for the Commonwealth Fund, the California Endowment, and the Agency for Healthcare Research and Quality. Modern Healthcare named him one of the "50 Most Influential Physician Executives" in 2012 and 2013, and one of the "100 Most Influential People in Healthcare" in 2011 and 2012. Currently, he chairs the National Advisory Council for Healthcare Research and Quality and is a member of the National Quality Forum board of directors. Dr. Siegel earned an AB from Princeton University, a Doctor of Medicine from Cornell University Medical College, and a Master of Public Health from The Johns Hopkins University School of Hygiene and Public Health.

NATIONAL COALITION FOR CANCER SURVIVORSHIP

Shelley Fuld Nasso

Bio Pending

NATIONAL RURAL HEALTH ASSOCIATION

Brock Slabach, MPH, FACHE

Brock Slabach currently serves as the Senior Vice-President of Member Services for the National Rural Health Association (NRHA), a membership organization with over 20,000 members nationwide. Mr. Slabach has over 23 years of experience in the administration of rural hospitals. From 1987 through 2007, he was the administrator of the Field Memorial Community Hospital, in Centreville, Mississippi. His experiences have led him to be a member of the NRHA Board of Trustees (2004-2007), Member of AHA's Regional Policy Board (RPB) for Region 4 (2004-2007), Chair of the NRHA Hospital and Health Systems Constituency Group (2004-2007), Chair, National Rural Health Policy Issues Group for HHS's Office of Rural Health Policy (ORHP) (2006-2007) and the President of the Delta Rural Health Network (2004). He earned his Bachelor of Science from Oklahoma Baptist University and his Master of Public Health in Health Administration from the University of Oklahoma.

PREMIER, INC.

Richard Bankowitz, MD, MBA, FACP

In his role as chief medical officer, Richard Bankowitz, MD, MBA, FACP, works at an enterprise level to engage physicians, provide thought leadership, and ensure that Premier continues to deliver value to its clinician constituency. Dr. Bankowitz previously served as vice president and medical director for Premier Healthcare Informatics. A board-certified internist and a medical informaticist, Dr. Bankowitz has devoted his career to improving healthcare quality at the national level by promoting rigorous, data-driven approaches to quality improvement and by engaging senior clinicians and healthcare leaders. In

2011, Dr. Bankowitz was named by Modern Healthcare magazine as one of the top 25 clinical informaticists in the United States. He began his career at the University of Pittsburgh, School of Medicine as an assistant professor of medicine and medical informatics. Prior to joining Premier, Dr. Bankowitz was medical director at CareScience, where he was responsible for strategy, product delivery, consulting, sales and advocacy efforts. He also has previously served as the corporate information architect of the University HealthSystem Consortium (UHC), where he was responsible for the strategic direction of the organization's executive reporting tools and comparative data. In his 12-year tenure with UHC, Dr. Bankowitz also held positions as senior director of clinical informatics, director of clinical information management and director of clinical evaluative sciences. Dr. Bankowitz is a fellow of the American College of Physicians and was a National Library of Medicine graduate trainee in medical informatics. He also is senior scholar with the Center for Healthcare Policy at Thomas Jefferson University. Dr. Bankowitz is a graduate of the University of Chicago Pritzker School of Medicine and the University of Chicago Graduate School of Business.

PROJECT PATIENT CARE

Martin Hatlie

Martin Hatlie is CEO of Project Patient Care, (www.projectpatientcare.org), whose mission is to mobilize the diverse healthcare stakeholders in metropolitan Chicago to provide the best possible care to every patient every time, by eliminating preventable harm and implementing systemic change to ensure consistent excellence. He also is President of the Partnership for Patient Safety (www.p4ps.net) an Illinois company, and a co-founder of Consumers Advancing Patient Safety (www.patientsafety.org), a nonprofit organization dedicated to fostering the role of the consumer as partner in pursuing healthcare that is safe, compassionate and just. Drawing on experience as a civil rights attorney, malpractice defense litigator, lobbyist and coalition-builder, Mr. Hatlie is active in both public and organizational policy development on patient safety, litigation reform and patient safety issues. Mr. Hatlie works extensively with consumers and organizations to foster the cultural paradigm shift necessary to support a patient-centered, systems-based approach to the delivery of healthcare services. He was a lobbyist for the American Medical Association for many years. In 1996, he was instrumental in developing the first Annenberg Conference on Patient Safety. In 1997, he coordinated the establishment of the National Patient Safety Foundation and served as its founding Executive Director (1997-99). From 2000 through 2002, Hatlie served as the National Chair of VHA Inc.'s Accelerated Learning Initiative on Patient Safety, working with VHA member hospitals across the country. Mr. Hatlie is the co-editor of the Patient Safety Handbook (Jones & Bartlett Publishers, 2003), a leading textbook in the field of patient safety. He has authored numerous articles addressing patient safety and medical liability issues. Among other activities, p4ps develops case based training tools exploring systems problems that produce adverse patient events. Its interactive educational programs, the First Do No Harm® video series, developed in partnership with the Risk Management Foundation of the Harvard Medical Institutions, are used widely throughout the world. Mr. Hatlie currently serves on the Leapfrog Group Board of Directors, the Joint Commission Patient Safety Advisory Group, and the Board of Advisors of Parents of Infants and Children with Kernicterus. He also serves on the Steering Committee of Patients for Patient Safety, an action area of the World Health Organization's World Alliance on Patient Safety. Hatlie has organized and facilitated patient safety workshops for the World Health Organization across the globe. Previously, Mr. Hatlie was a member of the Harvard Kennedy School's Executive Session on Medical Error and served on the boards of the Anesthesia Patient Safety Foundation, the Physician Insurers Association of America and the American Tort Reform Association. He was the Founding Chair of both the Health Care Liability Alliance and the National Medical Liability Reform Coalition – both are Washington, D.C.-based

coalitions that advocate civil justice and patient safety reform. Mr. Hatlie is licensed to practice law in Massachusetts and Illinois.

ST. LOUIS AREA BUSINESS HEALTH COALITION

Louise Probst

Louise Probst is Executive Director of the St. Louis Area Business Health Coalition (BHC). The coalition represents St. Louis employers in their efforts to improve the health of their employees and the quality and affordability of health care. BHC employers seek a transparent health care market where physicians, consumers, and employers have information about quality and cost differences and actively use this information to improve health care. Ms. Probst also serves as the Executive Director of the Midwest Health Initiative (MHI). The MHI brings together multi-stakeholders such as health care providers, purchasers and patients who believe in the power of information and collaboration to improve health and create a high-quality, high-value health care system. Ms. Probst began her career in health care as a critical care nurse. She has experience as a clinician, an educator, a hospital administrator, and a purchaser advocate. She has a Master's Degree in Business Administration from the University of Denver. Ms. Probst is a member of the Commonwealth Fund's Commission on a High Performance Health System, the National Committee for Quality Assurance's (NCQA) Clinical Programs Committee and Co-Chair of the National Quality Forum's Purchaser Council. In past years, she has served on NCQA's Standards Committee, various National Quality Forum's (NQF) Steering Committees, and other initiatives to enhance the quality and affordability of health care. She is also a past Chairperson of the National Business Coalition on Health (NBCH).

INDIVIDUAL SUBJECT MATTER EXPERT MEMBERS (VOTING)

HEALTH IT

Dana Alexander, RN, MSN, MBA

Dana Alexander brings more than 25 years of clinical practice (RN and Nurse Practitioner), healthcare system experience to include academic, IDN, and community hospitals with responsibilities that spanned the care continuum (long-term care, post-acute care, home health, hospice, behavioral health and other specialty services). She leverages both professional nursing practice knowledge and health system operational experience to develop strategic planning initiatives and redesign of clinical business processes that result in improved quality, patient safety and reduced costs. Ms. Alexander is actively involved with analysis of standardizing and harmonizing quality data needs from an eMeasure perspective to include implementation challenges.

PATIENT EXPERIENCE

Jack Fowler, Jr., PhD

Jack Fowler is a Senior Scientific Advisor to the Informed Medical Decisions Foundation. The Foundation is a not for profit organization that develops information for patients facing medical decisions. It also supports research to learn how medical decisions are made, how best to support patients facing decisions and how to integrate decision support into routine clinical care. He is currently focusing on the Foundation's research agenda and on helping to disseminate the results of research it has funded. He served as President of the Foundation from 2002-2009. He has also been a Senior Research Fellow at the Center for Survey Research, UMass Boston since 1971, and he served as Director of the Center for 14 years. Jack is a social scientist whose special expertise is survey methodology. He is the author (or co-author) of four widely used books on survey research methods. A particular focus of his recent methodological research has been the design and procedures for evaluating survey questions. He also has been a major contributor to research on patient outcomes, how patients are affected by the treatments they receive, and how to measure the quality of medical decision making. He received his PhD from the University of Michigan in Social Psychology and a BA from Wesleyan University.

PATIENT SAFETY

Mitchell Levy, MD, FCCM, FCCP

Mitchell M. Levy MD is Chief, Division of Critical Care, Pulmonary, and Sleep Medicine, Department of Medicine, The Warren Alpert Medical School of Brown University, where he is Professor of Medicine. He is also Medical Director of the Medical Intensive Care Unit at Rhode Island Hospital, Providence, Rhode Island. Dr. Levy is a founding member (2002) and a member of the Executive Committee of the Surviving Sepsis Campaign, a global initiative to improve the care of patients with severe sepsis. He is the lead investigator for Phase III of the campaign, the goal of which is to facilitate adoption of evidence-based guidelines for sepsis management into clinical practice and reduce mortality in severe sepsis by 25% by 2009. Dr. Levy is Past-President of the Society of Critical Care Medicine (2009). Dr. Levy's current research interests include biomarkers in sepsis, end-of-life care in the ICU, and knowledge translation. He has authored over 100 peer-reviewed articles and book chapters. He is the co-director of the Ocean State Clinical Coordinating Center, which manages large, international, multi-center clinical trials in sepsis. Dr. Levy is very active in the field of quality and safety. He continues to serve as the representative to the National Quality Forum for SCCM and also serves on the advisory committees on Quality for the Blue Distinction program of Blue Cross Blue Shield of America. Dr. Levy has worked on

several state-wide initiatives on quality, including Rhode Island and New Jersey, and has served on the steering committee for their efforts in sepsis and palliative care. He led a similar initiative for the New York City Health and Hospital Corporation in their quality initiative in catheter-related bloodstream infection and sepsis. He was recently appointed a content expert and voting member of the Hospital Workgroup of the Measure Applications Partnership (MAP) of the National Quality Forum and serves as a technical expert for the project Closing the Quality Gap: Prevention of Healthcare-associated Infections, which is part of the Evidence-Based Practice Center (EPC) program of the Agency for Healthcare Research and Quality (AHRQ).

PALLIATIVE CARE

R. Sean Morrison, MD

Dr. R. Sean Morrison is Director of the Lilian and Benjamin Hertzberg Palliative Care Institute and the National Palliative Care Research Center, organizations devoted to improving care for persons with serious illness and their families and enhancing the knowledge base of palliative care in the United States. He is also Professor of Geriatrics and Palliative Medicine; and Hermann Merkin Professor of Palliative Medicine in the Brookdale Department of Geriatrics and Palliative Medicine at the Icahn School of Medicine at Mount Sinai. During 2009-2010, he served as President of the American Academy of Hospice and Palliative Medicine. Dr. Morrison is the recipient of numerous awards, including the American Cancer Society's Distinguished Achievement in Cancer Award, the American Academy of Hospice and Palliative Medicine's 2010 PDIA National Leadership Award and the 2013 Excellence in Scientific Research Award; the American Geriatrics Society's Outstanding Achievement for Clinical Investigation Award, the Open Society Institute Faculty Scholar's Award of the Project on Death in America, a Paul Beeson Faculty Scholars Award, a Brookdale National Fellowship, and Faculty Council and Distinguished Educator Awards from the Mount Sinai School of Medicine. His current research focuses on improving the management of pain in older adults and on developing and evaluating models of palliative care delivery in hospitals and the community. Dr. Morrison has received over \$45 million dollars in research funding and published over 125 research articles. His work has appeared in all major peer-reviewed medical journals, including the *New England Journal of Medicine*, *Annals of Internal Medicine*, and the *Journal of the American Medical Association*. He edited the first textbook on geriatric palliative care, recently edited a new textbook on evidenced-based palliative care, and has contributed to more than 20 books on the subject of palliative care. As one of the leading figures in the field of palliative medicine, Dr. Morrison has appeared numerous times on television and in print, including *ABC World News Tonight*, *The Factor with Bill O'Reilly*, the *New York Times*, the *Los Angeles Times*, *USA Today*, the *Washington Post*, the *New York Daily News*, and *Newsweek*. Dr. Morrison received his BA from Brown University and his MD from the University of Chicago Pritzker School Of Medicine. He completed his residency training at the New York Hospital-Cornell Medical Center followed by fellowship training at the Mount Sinai School of Medicine in New York City. He has been on the faculty of the Department of Geriatrics and Palliative Medicine and Department of Medicine at Mount Sinai since 1995.

STATE POLICY

Dolores L. Mitchell

Dolores Mitchell is the Executive Director of the Group Insurance Commission, the agency that provides life, health, disability and dental and vision services to the Commonwealth's employees, retirees and their dependents; many of these benefits are also provided to a number of authorities, municipalities, and other entities. More than 400,000 people are covered by the GIC. Mrs. Mitchell has been in this

position since 1987, serving in the administrations of Governors Dukakis, Weld, Cellucci, Swift, Romney, and now Governor Deval Patrick. Mrs. Mitchell is a member of a number of professional and community organizations, including the governing board of the Massachusetts Health Care Connector Authority, the Massachusetts Statewide Quality Advisory Committee (SQAC), and is currently serving as President of the National Committee for Quality Assurance (NCQA) Board of Directors, is a board member of the National Quality Forum, and was recently re-appointed as a member of the Measures Application Partnership. She is a former Chairman and current board member of the Big Sister Association and the Massachusetts Women's Political Caucus. Mrs. Mitchell is a frequent speaker on health care, politics, women's career issues, and related subjects.

EMERGENCY MEDICINE

Michael Phelan, MD

Dr. Phelan is currently a Medical Director for the Cleveland Clinic Quality and Patient Safety Institute as well as a practicing board certified emergency medicine physician with over 15 years of clinical experience. He has 10 years' experience navigating the complexities of care coordination throughout large multi-hospital health system, large tertiary referral medical centers, and community hospitals they serve. He has published articles regarding the use of imaging efficiency, point of care ultrasound and emergency airway management. His research in quality and patient safety focuses on measures of quality of care surrounding emergency airway management and its appropriate documentation.

MENTAL HEALTH

Ann Marie Sullivan, MD

Dr. Ann Marie Sullivan was appointed as Acting Commissioner for the New York State Office of Mental Health on November 18, 2013. Previously, she was the Senior Vice President for the Queens Health Network of the New York City Health and Hospitals Corporation. As Senior Vice President, she was responsible for Elmhurst and Queens Hospital Centers, two public hospitals which serve a community of over 2 million New York City residents.

Along with ensuring the seamless integration and coordination of services across the Network, Dr. Sullivan has aligned and helped to implement key corporate programs such as the Care Management Initiative on the inpatient units and in the emergency services; the development of Breakthrough; the launching of best practices to improve patient safety; and the integration of behavioral health and medical sciences.

Dr. Sullivan grew up in Queens, New York City. She graduated from NYU and its School of Medicine and completed her Psychiatric Residency at New York University/ Bellevue Hospital in 1978. She has served as Associate Director of Psychiatry and Medical Director of Ambulatory Care at the Gouverneur Diagnostic and Treatment Center and joined the Queens Health Network as Regional Director of Psychiatry in 1990, overseeing the administrative, budgetary, and clinical aspects of the psychiatric services of both Network hospitals. She has enjoyed an extensive career in public psychiatry and has lectured and published on best practices in community care.

Dr. Sullivan is an active advocate for her patients and her profession, is a Distinguished Fellow of the American Psychiatric Association and has served as the Speaker of the American Psychiatric Association's Assembly and on its Board of Trustees. She is a fellow of the New York Academy of Medicine, a member of the American College of Psychiatrists and the Group for the Advancement of Psychiatry.

FEDERAL GOVERNMENT MEMBERS (NON-VOTING, EX OFFICIO)

AGENCY FOR HEALTHCARE RESEARCH AND QUALITY (AHRQ)

Pamela L. Owens, PhD

Pamela Owens, PhD, is a senior research scientist with CDOM, within the Agency for Healthcare Research and Quality (AHRQ). Dr. Owens co-lead the development and maintenance of the AHRQ Quality Indicators. She helps with the design, management and dissemination of ambulatory surgery and emergency department data through the [Healthcare Cost and Utilization Project](#) (HCUP) and serves as a liaison to HCUP Partners. Dr. Owens also co-leads the development of the desktop software tool—[MONAHRO](#)—which allows organizations to easily generate a health care reporting Website using their own data or publicly available measures. Dr. Owens' research experience and interests span a wide array of topic areas, including the quality of care for children, treatment of mental health conditions, quality of care in the ambulatory surgery settings, quality of emergency care for low-income populations, hospital readmissions, and comparative effectiveness research. Her work has appeared in journals such as the *Journal of the American Medical Association*, *Medical Care*, *Health Services Research*, *Annals of Internal Medicine*, *Pediatrics*, *Academic Pediatrics*, *Ambulatory Pediatrics*, *Academic Emergency Medicine*, *Annals of Emergency Medicine*, *Psychiatric Services*, *Journal of the American Academy of Child and Adolescent Psychiatry*, and *Journal of Preventive Medicine*. Dr. Owens received a Ph.D. in epidemiology and health policy from Yale University and completed a post-doctoral fellowship at Johns Hopkins Bloomberg School of Public Health. She also has six years of clinical experience as an occupational therapist.

CENTERS FOR DISEASE CONTROL AND PREVENTION (CDC)

Daniel A. Pollock, MD

Bio Pending

CENTERS FOR MEDICARE & MEDICAID SERVICES (CMS)

Shaheen Halim, PhD, CPC-A

Dr. Shaheen Halim is the current Director of the Division of Hospital and Medication Measures of the Quality Measures and Health Assessment Group in the Centers for Medicare and Medicaid Services' Office of Clinical Standards and Quality. Her Division is responsible for the development, maintenance, and implementation of quality measures in CMS' pay for reporting, and value based purchasing programs such as the Hospital Inpatient Quality Reporting Program, Hospital Outpatient Quality Reporting Program, Hospital Value Based Purchasing, Cancer Hospital Reporting Program, Inpatient Psychiatric Facility Reporting Program, and Ambulatory Surgical Center Reporting Program. Shaheen's Division is also responsible for the coordination and development of content on the Hospital Compare website, which provides hospital quality information to consumers. She received her Ph.D. in Sociology from Texas A&M University in 2005, and has been with the Centers for Medicare and Medicaid Services for 6 years.

OFFICE OF THE NATIONAL COORDINATOR FOR HIT (ONC)

David R. Hunt, MD, FACS

Dr. Hunt joined the Office of the National Coordinator for Health Information Technology in October 2007. He currently serves as the Medical Director for Patient Safety and Health IT Adoption in the Office of the Chief Medical Officer (OCMO). There he focuses on coordinating the ONC Health IT safety

program and strengthening the policy and operational aspects of ONC programs for health IT adoption and implementation. Often working in the role of liaison to the medical community, Dr. Hunt works to assure that the policies, programs, and priorities for patient safety at ONC remain relevant to practicing clinicians. With regard to health IT adoption and implementation, his work often entails conveying the value proposition of information technology to the clinical community, while voicing the concerns and interest of practicing professionals within ONC. One particular focus of his work is the role of health IT in reducing health disparities.

At ONC, Dr. Hunt merges years as a practicing surgeon and leader in surgical quality and patient safety with hands-on experience at all levels of information technology from programmer to systems analyst and software developer. Prior to joining ONC, from 2002 through 2007, he served at the Centers for Medicare & Medicaid Services (CMS) in Baltimore. There he led the measure development, design, testing, and implementation of the Surgical Care Improvement Project (SCIP), at that time, the most extensive surgical quality and safety program in the United States. During that same period Dr. Hunt also ran the Medicare Patient Safety Monitoring System (MPSMS), a nationwide surveillance project aimed at identifying the rates of specific adverse events within the Medicare population. As a result of his leadership in those programs he has served on the Safe Practices Consensus Committee of the National Quality Forum.

Dr. Hunt, a native of Baltimore, MD, attended public schools, graduating high school from the Baltimore Polytechnic Institute. After receiving a bachelor's degree in biochemistry from the University of Rochester (NY) he attended Howard University College of Medicine, graduating with a medical degree in 1984. Dr. Hunt, who also completed his residency in surgery at Howard University, is a diplomate of the American Board of Surgery. Practicing in both private and academic settings, Dr. Hunt served as a Clinical Assistant Professor of Surgery at Howard University, chair of surgical peer review at various hospitals in the Washington metropolitan area, and has been a fellow of the American College of Surgeons since 1993.

VETERANS HEALTH ADMINISTRATION (VHA)

Michael Kelley, MD

Since 2007, Dr. Michael Kelley has been the National Program Director for Oncology for the Department of Veterans Affairs. He develops policy and programs in oncology for the national Veterans Health Administration where a primary focus has been on electronic data systems to collect cancer patient data for quality improvement and other purposes. Dr. Kelley is a board certified Medical Oncologist. He completed Internal Medicine training at Duke University followed by fellowship and post-doctoral work at the National Cancer Institute. He is Chief of Hematology and Oncology at the Durham Veterans Affairs Medical Center where he oversees the clinical service, clinical research, and fellowship training. He is also Associate Professor of Medicine at Duke University Medical Center with research interests that include treatment and prevention of lung cancer, the genetics and molecular biology of chordoma, and clinical trials. Dr. Kelley has published over 50 peer-reviewed publications as well as reviews and book chapters. He is an active member of the American Society of Clinical Oncologist and is a Fellow of the American College of Physicians.

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

George J. Isham, MD, MS

George J. Isham, MD, MS 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

Thomas B. Valuck, MD, JD, MHSA

Thomas B. Valuck, MD, JD, is Senior Vice President, Strategic Partnerships, at the National Quality Forum (NQF). Dr. Valuck oversees 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 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.

Sarah Lash, MS, CAPM

Sarah Lash is a Senior Director in the Strategic Partnerships department at the National Quality Forum. Ms. Lash staffs the NQF-convened Measure Applications Partnership (MAP) and leads its Hospital Workgroup and Dual Eligible Beneficiaries Workgroup. MAP's recommendations to HHS inform the selection of measures for a variety of public reporting and payment programs. In addition, MAP has influenced the health reform dialogue around quality measurement for vulnerable beneficiaries enrolled in Medicare and Medicaid. Prior to joining NQF, Ms. Lash spent four years as a policy research consultant at The Lewin Group, where she specialized in supporting Federal initiatives related to aging, disability, and mental/behavioral health issues. Ms. Lash studied Public Health and Psychology at Johns Hopkins University and went on to earn a master's degree in Health Systems Management from George Mason University. Ms. Lash was recognized with GMU's Graduate Award for Excellence in Health Policy and is also a Certified Associate in Project Management (CAPM).

Erin O'Rourke

Erin O'Rourke is a Project Manager in the Strategic Partnerships department at the National Quality Forum. Ms. O'Rourke staffs the NQF-convened Measure Applications Partnership (MAP), supporting an expert workgroup focused on measuring and improving the quality of care delivered in hospitals and post-acute and long-term care settings. Prior to joining NQF Ms. O'Rourke worked in Outcomes Research at United BioSource Corporation. While at UBC, she worked to develop patient-reported outcome measures and evaluate their measurement qualities. Additionally, she also worked on studies to evaluate symptoms, measure health-related quality of life, and evaluate treatment satisfaction and patient preference. Before working with UBC, Ms. O'Rourke began her career with The Foundation for Informed Medical Decision Making, a non-profit organization working to promote shared decision-making and patient engagement where she was responsible for supporting the Foundation's research efforts. Ms. O'Rourke has a bachelor of science in Health Care Management and Policy from Georgetown University.

Rachel Weissburg

Rachel Weissburg supports the Measure Applications Partnership, which provides the Dept. of Health and Human Services with input on public reporting and payment-based reporting programs. Before coming to NQF Ms. Weissburg worked at The Endocrine Society, the world's oldest and largest association of endocrinologists. She created and managed programs for the Society's public education affiliate, The Hormone Foundation, and collaborated with clinicians – endocrinologists and family practice doctors – to understand their needs and priorities. Under her supervision, the Foundation's award-winning patient materials reached nearly 2 million patients with information about conditions such as diabetes, osteoporosis, obesity, and infertility. Before working with The Hormone Foundation, Ms. Weissburg spent over four years with The Leapfrog Group, a health care membership organization representing purchasers of health care. She managed Leapfrog's membership of Fortune 500 companies and coordinated regional implementation of its transparency and quality initiatives in over twenty-seven communities nationwide; she also worked closely with the Centers for Medicare and Medicaid Services, health plans, and other key stakeholders to shift reimbursement models from a fee-for-service to a fee-for-outcome model. While at Leapfrog, Ms. Weissburg was responsible for writing the first national policy that asked hospitals to openly acknowledge serious reportable events – or “never events” – and take remedial action if these events occurred in their facilities.

DeAnna Taylor

DeAnna Taylor is an Executive Assistant in Strategic Partnerships, supporting Tom Valuck. Since joining NQF in 2010, DeAnna has been an active contributor to the MAP Task Forces and Workgroups sectors. She also provides administrative support to the Stakeholder Collaboration projects. Prior to joining the NQF team, DeAnna spent nine years as an Intellectual Property secretary in the Washington, DC area.