



## Patients, Consumers and Purchasers

**Patients, Consumers and Purchasers work together and with other NQF Members to find ways to deliver higher quality, more affordable, patient-centered health care on behalf of patients and consumers—those who receive care—and purchasers—those who pay for care.**



**Kathleen A. Shoemaker, Pharm.D., MBA**

**Director of Quality Integration  
American Heart Association**

*“Our healthcare system is evolving so quickly, using technology and data in ways to improve care, patient safety and find value. Yet, it is so important to engage patients, families and caregivers in their care experience and to understand what is important to them. Thoughtful consideration and input from patients and their caregivers on how to measure the use of technologies, the way to use patient (reported) information, and the way to measure and define value will help to shape a health care system that is truly patient-centered. NQF has demonstrated history and experience in incorporating the voices of patients, families and caregivers into the quality enterprise through convening and quality measurement roles, activities and projects. I welcome the opportunity to help continue this important work in 2016.”*

Dr. Kathleen Shoemaker is responsible for the strategic Health IT, quality measure, data and registry development direction for American Heart Association (AHA) National Center’s suite of quality and credentialing programs: Get With the Guidelines: Stroke, A Fib, Heart Failure, Resus, Mission Lifeline, and The Guideline Advantage.

Dr. Shoemaker came to AHA from Eli Lilly and Company to relaunch The Guideline Advantage. This innovative program is a collaborative between the American Cancer Society, American Diabetes Association, and the American Heart Association and promotes data-driven improved clinical patient care in diabetes, cardiovascular disease and cancer screenings. She has recently completed a project to build out additional HIT capabilities for these quality programs including the addition of a national EMS registry. While at Lilly, Dr. Shoemaker worked in payer strategy and with national quality organizations and alliances on mutually beneficial projects and policy.

Dr. Shoemaker received a Doctor of Pharmacy from University of Illinois a Master’s degree in Business Administration from Eastern Illinois University and Bachelors in Pharmacy from North Dakota State University. She has published and presented in state and national venues. Shoemaker’s husband, Mike, is a Family Practitioner in Greenwood IN. She has two daughters who were recently graduated from Purdue University. Dr. Shoemaker can also occasionally be found working as the weekend pharmacist at the local Walgreens.

## Health Plans

**Health plans and organizations involved in the administration of and payment for health benefits.**



**George A. Andrews, MD, MBA, CPE, FACP, FACC, FCCP**

**Corporate Chief of Quality, Health Guidance Organization  
Humana**

*“Our healthcare delivery has become so complex that patients (even medical professionals), find it difficult to navigate in their efforts to better understand how to find better, safe, high value care. Only through collaboration of stakeholders, integration of healthcare delivery, coordination and linkage of all aspects of care across the care continuum, would we be able to enhance quality, value, and effectiveness of care while reducing cost. NQF provides for the right environment that brings together stakeholders, thought leaders, and other experts that help reshape and define ‘value’ in care, spearheading consensus development, such that care delivery, patient experience and patient-centered healthcare can be significantly improved upon. “*

Dr. George A. Andrews serves as Humana's Corporate Chief of Quality, and chairs Humana's Corporate Quality Improvement Committee. He oversees Clinical Quality Strategy development, Provider Organized Delivery Systems (PODS), Quality Improvement Activities and Patient Safety initiatives. He works closely with the National Network Operations to engage the provider community and enhance provider collaboration with Humana's clinical programs that would lead to improvements in member health outcomes and well-being.

Dr. Andrews, a former Fulbright scholar, is a diplomat with the National Board of Medical Examiners. He is board certified in the areas of internal medicine and cardiovascular disease and is a fellow of the American College of Physicians, American College of Cardiology and the American College of Chest Physicians. He also is a certified physician executive of the American College of Physician Executives.

Dr. Andrews received a master's degree in business administration from the University of South Florida. His medical training includes a cardiology fellowship at Jackson Memorial Hospital at the University Of Miami School Of Medicine in Florida and an internal medicine residency at Columbia Presbyterian Hospital in New York. He earned his doctor of medicine degree from Mount Sinai School of Medicine in New York and completed his undergraduate studies with a magna cum laude bachelor's degree at Columbia University in New York.

## Health Professionals

**Clinicians, Care Providers and other front line professionals providing care and an essential perspective on performance measurement and public reporting.**



**Jonathan R. Sugarman, MD, MPH, FAAFP**

**Delegate to the AAFP's Congress of Delegates  
American Academy of Family Physicians**

*"While there has been remarkable progress in quality improvement and quality measurement since the landmark publication of Crossing the Quality Chasm, unacceptable gaps in the quality, safety, and value of American healthcare remain. Despite the technical and policy challenges in measuring and improving quality, recent accomplishments have shown that sustained and collaborative efforts to balance the perspectives and needs of a broad range of stakeholders can yield important results. Rapidly evolving delivery and payment systems, a growing focus on population health, and increasing recognition of the importance of incorporating the voices of patients and families in the quality enterprise will require new and creative approaches to measuring and improving health care outcomes. The NQF is well-positioned to play a critical role in identifying and promulgating these creative new approaches."*

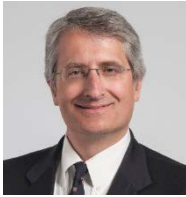
Dr. Sugarman has served as the President of the Washington Academy of Family Physicians and Chair of the American Academy of Family Physicians' Commission on Quality and Practice, and is currently a Delegate to the American Academy of Family Physician's Congress of Delegates. He represented the AAFP on the Executive Committee of the AMA-convened Physician's Consortium for Performance Improvement for nine years and served as a member of the Technical Advisory Panel of the NQF Priorities, Goals, and Measurement Framework: Efficiency and Episodes of Care initiative and a NQF Measure Use Evaluation Advisory Panel. He was appointed by the Governor of Washington to serve on the Washington State Performance Measures Advisory Committee, which is tasked with identifying a parsimonious set of measures to inform public and private purchasers and to track costs and improvements in health outcomes.

He has served as a leader in a number of professional organizations, including as President of the American Health Quality Association. Dr. Sugarman was the founding site director of the Seattle Indian Health Board Family Medicine Residency and currently serves as president and CEO of Qualis Health, a national leader in improving the quality, safety and efficiency of healthcare delivery.

Dr. Sugarman is a graduate of Harvard College, the Albert Einstein College of Medicine and the University of Washington School of Public Health and Community Medicine. He is a Clinical Professor in the Departments of Family Medicine and Epidemiology at the University of Washington, and Visiting Professor in the Department of Global Health and Social Medicine at Harvard Medical School.

## Provider Organizations

Care delivery systems, academic institutions, and hospitals that work at the intersection of health policy and quality improvement.



**Michael P. Phelan, M.D.**

**Medical Director, Quality and Patient Safety Institute  
at the Cleveland Clinic**

*"I am qualified for leading the NQF Provider group thanks to my clinical experience, passion for quality and patient safety issues, and commitment to NQF. I have demonstrated my ability to work collaboratively with a variety of organizations to achieve results as shown in part by service on the Measures Application Partnership as well as ongoing NQF council engagement. My passion for quality and patient safety issues is related to emergency airway issues and the use of ultrasound in the emergency care of patients."*

Dr. Michael Phelan is a board certified practicing emergency medicine physician with over 15 years of clinical experience. He has served as the Quality Review Officer (QRO) for the Department of Emergency Medicine at Cleveland Clinic's main campus, assuming responsibility for quality and safety issues in the department.

Currently Dr. Phelan is working to better understand and improve the currently required publicly reported measures for the Cleveland Clinic's health care systems with a primary focus on emergency departments. He chairs the Cleveland Clinic's internal NQF coordinating committee. This committee is responsible finding Cleveland Clinic subject matter experts for NQF's technical advisory panels as well as experts to evaluate NQF's requests for measure evaluation and voting.

## Public Health and Measurement Researchers

**Public and private organizations that conduct research, education, and initiatives to improve healthcare quality, measurement, and reporting.**



**Allison Peel, DC, MHA, MPH, PMP**

**Sr. Program Manager, GDIT**

*“A remarkable amount of collaborative and innovative attention in response to the challenge of the National Quality Strategy has been performed since its release in March of 2011. Quality measurement, patient engagement, and attention toward development and implementation of measures that improve the health of individuals and populations continues to advance the movement from a fee-for service to a value-based health system. Thoughtful and committed engagement by the measure community is a key requirement for continued success toward realization of the ultimate goals of the Triple Aim. NQF members play an essential stakeholder role in this process through continued commitment and participation in NQF activities.”*

Dr. Peel brings over 15 years of clinical experience to her work in health IT. She has an additional 9 years of experience as a health IT Program Manager. Dr. Peel has worked with quality initiatives at both the national and state level. She led clinical analytics teams for implementation of physician quality measures since the inception of the national physician-based quality measures program (PQRS) launch in 2007 through 2013. She currently serves as the GDIT Sr. Program Manager for the Measure and Instrument Development & Support MIDS contract for CMS.

Prior to her work in health IT, Dr. Peel developed quality assurance/control programs for clinicians focused in the area of radiology and radiation safety. As a Diplomate of the American Chiropractic Board of Radiology, she provided consulting services to area clinicians including interpretation and reporting of radiographic findings regarding primary and secondary opinions. Serving two governor-appointed terms on the Radiation Advisory Committee for the Ohio Board of Health, Dr. Peel assisted the state in preparation of draft versions of radiation rules. Dr. Peel’s experience in the clinical setting began as an owner and chiropractic physician. She assumed administrative activities as the clinic expanded its services to include multiple health care providers. She has provided oversight of operations for internal medicine, physical therapy, mental health and chiropractic services in the small practice setting.

## Supplier, Industry, and Life Science

**Diverse group of organizations that provide healthcare solutions through innovation, scientific and health services research, consultation, information tools, device and diagnostic products, and medications.**



### **Jennifer Van Meter, PharmD, CGP**

**Director, Quality External Affairs  
US Health Policy  
Novartis Pharmaceuticals Corporation**

*“Our healthcare system is evolving before our eyes and transforming into a system where value matters. All healthcare stakeholders must work collaboratively to ensure that the created system is designed to provide the best care possible for patients. In this collaboration, the role for NQF is elevated, both as a convener as well as a standards-setter as we define value. Through our collective, committed efforts we can achieve improved outcomes for patients and demonstrate higher value care.”*

Dr. Van Meter is Director, Quality External Affairs, US Health Policy, at Novartis Pharmaceuticals Corporation, where she is leading the development and implementation of a quality engagement strategy and identifying opportunities to support the development of new quality metrics in key disease areas of importance to Novartis. She is committed to ensuring the voice of the research-based pharmaceutical industry is included in quality measurement and value-based care discussions. Prior to joining Novartis in July 2015, Jennifer spent 11 years working for the Pharmaceutical Research and Manufacturers of America (PhRMA), where she was responsible for PhRMA’s work on quality measurement, reporting, and the incorporation of quality measurement into new payment models. Prior to PhRMA, Jennifer worked for a prescription benefits management company and for an independent pharmacy. Jennifer holds a Doctor of Pharmacy degree from Mercer University, Southern School of Pharmacy and is a Certified Geriatric Pharmacist. She maintains licensure to practice pharmacy in Georgia and Virginia.