

NAME:	<b>James Chase</b>	TITLE:	Executive Director
ORGANIZATION:	Minnesota Community Measurement	STAKEHOLDER GROUP:	Public Community Health Agency NQF Member

**James Chase** is the President of Minnesota Community Measurement, a non-profit organization whose mission is to improve health by publicly reporting information on health care quality. Over the last eight years, Community Measurement has grown to be one of the leading health care reporting organizations in the country and has pioneered measures using clinic data from medical records and patient reported data on health status. Community Measurement reports 76 measures on chronic and preventive care, procedural specialist care, hospital care, health information technology, patient experience, and cost. Community Measurement reports results on over 670 physician practice sites in Minnesota and surrounding communities.

Jim has over twenty five years of experience in health care management including eight years as Director of Health Purchasing for the government programs administered by the Minnesota Department of Human Services. Jim is the Past Chair of the Network of Regional Healthcare Improvement, a group of leading regional health initiatives working to improve the quality and value of health in their communities. Jim also serves on the boards of the Institute of Clinical Systems Improvement and Apple Tree Dental. Jim holds a Master’s Degree in Healthcare Administration from the University of Minnesota and taught from 1987 until 2007 in the School’s ISP Health Administration Program.

NAME:	<b>Carol A. Cronin, MSW, MSG</b>	TITLE:	Executive Director
ORGANIZATION:	Informed Patient Institute	STAKEHOLDER GROUP:	Consumer Not an NQF Member

**Carol Cronin** has over twenty years experience working on health care issues-with a particular interest in consumer health information, aging, health care quality and patient safety. She is currently Executive Director of a Maryland-based non-profit organization-the Informed Patient Institute (IPI) ([www.informedpatientinstitute.org](http://www.informedpatientinstitute.org))-whose mission is to improve the quality of health care by helping the public make more informed decisions about their care. IPI identifies and evaluates health care report cards nationwide, develops state-specific Tip Sheets to help consumers understand what they should do if they have a concern about quality and tracks national and state policy issues related to consumer quality and patient safety.

Since 2000, Carol has worked as a consultant and advisor to a number of non-profit organizations, foundations and government agencies. These include The California Endowment where she conducted projects on personal health records, shared decision making, self management and cultural competence; AARP where she collected information on state performance report cards, advised on an online health navigation strategy and conducted an analysis of online personal health records; and the Delmarva Foundation and L & M Research where she facilitates a workgroup of national stakeholders to advise on hospital performance reporting, conducted research on the "state-of-the-art" of hospital performance reports and advised on the design and presentation of the federal Hospital Compare website. Other clients have included the federal Office of Disease Prevention and Health Promotion, Atlantic Philanthropies, the Markle Foundation, the National Health Council, the Health Insurance Reform Project at George Washington University, the Robert Wood Johnson Foundation and the California HealthCare Foundation.

Previously, she was appointed the first director of the Center for Beneficiary Services at the Health Care Financing Administration (HCFA-now CMS) where she was responsible for planning, implementing and evaluating the National Medicare Education Program(NMEP) from 1998-2000. NMEP included the development and production of a Medicare handbook mailed to 39 million Medicare beneficiaries, a 1-800 call center, a website, and hundreds of community events around the country. Prior to HCFA, she was Senior Vice President for Health Pages, a New York City-based consumer health information website primarily made available through large employers. From 1984 - 1994, she worked in leadership positions in Washington D.C. for the employer-based Managed Health Care Association and the Washington (now National) Business Group on Health. She has Chaired and served on numerous Boards of Directors and technical, planning and advisory committees and is President of the Judy Family Foundation. She holds an A.B. degree from Smith College and two Masters degrees in Social Work and Gerontology from the University of Southern California.

NAME:	<b>Elizabeth J. Fowler, PhD, JD</b>	TITLE:	Vice President, Global Health Policy
ORGANIZATION:	Johnson & Johnson Health Care Systems, Inc.	STAKEHOLDER GROUP:	Supplier & Industry NQF Member

**Elizabeth J. Fowler, PhD, JD**, is Vice President, Global Health Policy, in the Government Affairs & Policy group at Johnson & Johnson. Liz joins Johnson & Johnson from the White House, where she served as Special Assistant to the President for Healthcare and Economic Policy at the National Economic Council. She joined NEC after serving as Deputy Director for Policy of the Center for Consumer Information and Insurance Oversight (OCIIO) at the U.S. Department of Health and Human Services, the new agency tasked with implementing the insurance market reforms included in the Affordable Care Act (ACA). During the health reform debate, Liz served as Chief Health Counsel and Senior Counsel to the Chair to Senate Finance Committee Chairman, Senator Max Baucus (D-MT), where she played a critical role in developing the Senate version of health reform. In a previous stint with the Finance Committee, she also played a key role in the 2003 Medicare Prescription Drug, Improvement and Modernization Act (MMA). Liz has more than 20 years experience in health services research and health policy. She served as vice president of public policy and external affairs for WellPoint, Inc. and as an attorney with the Washington law firm Hogan & Hartson. She also spent nearly five years as a health services researcher with HealthSystem Minnesota. Liz has a B.A. from the University of Pennsylvania, a Ph.D. from the Johns Hopkins School of Public Health, where her research focused on risk adjustment, and a law degree (J.D.) from the University of Minnesota. She is admitted to the bar in Maryland and the District of Columbia.

NAME:	<b>Marjorie Ginsburg, MPH</b>	TITLE:	Executive Director
ORGANIZATION:	Center for Healthcare Decisions, Inc.	STAKEHOLDER GROUP:	Consumer Not an NQF Member

**Marjorie Ginsburg** is not one to be pinned down too early. She attended six colleges in 18 years. As an RN, she drifted from a hospital ED to the United Farm Workers, Peace Corps in Nepal, a free clinic in Philly, home care nurse in Baltimore and San Francisco. Deciding she wanted to run things, Marge earned an MPH at UC Berkeley. She started an adult day health center, then was program administrator at the S.F. Institute on Aging. The 1989 earthquake convinced her husband to move to Sacramento, so she tagged along. There she discovered the health decisions movement (perhaps less a movement than a philosophy). After a brief stint with California Health Decisions, she founded Sacramento Healthcare Decisions in 1994. In 2009, the organization changed its name to the Center for Healthcare Decisions.

Marge served in 2011 on the Institute of Medicine's Committee on Essential Health Benefits. She currently serves on NCQA's Committee on Performance Measurement and the boards of the Integrated Healthcare Association; California Hospital Assessment & Reporting Task Force (CHART); California Technology Assessment Forum; and the California Cooperative Healthcare Reporting Initiative.

NAME:	<b>Ardis Dee Hoven, MD</b>	TITLE:	Chair, Board of Trustees
ORGANIZATION:	American Medical Association	STAKEHOLDER GROUP:	Health Professional NQF Member

**Ardis Dee Hoven, MD**, an internal medicine and infectious disease specialist in Lexington, Ky., became the 168th president of the American Medical Association in June 2013. Dr. Hoven has been a member of the AMA Board of Trustees (BOT) since 2005, serving as its secretary for 2008–2009, chair for 2010–2011, and immediate past chair for 2011–2012.

Prior to her election to the AMA-BOT, Dr. Hoven served as a member and chair of the AMA Council on Medical Service. She was a member of the Utilization Review and Accreditation Commission for six years and served on its executive committee. Additional activities have included service on the AMA Foundation board of directors, the Group Practice Advisory Council of the AMA and an appointment to the Practicing Physicians Advisory Commission. Currently Dr. Hoven serves as the AMA-BOT representative on the Board of Directors of the National Quality Forum, and the Quality Alliance Steering Committee. She has recently concluded service on the COLA board, the National Advisory Council for Healthcare Research and Quality, and the AMA-convened Physician Consortium for Performance Improvement®.

Dr. Hoven’s involvement at the state level has been extensive. She was president of the Kentucky Medical Association from 1993 to 1994 and served as a delegate to the AMA from Kentucky prior to her election to the AMA-BOT. She has also been actively involved in medical staff issues at her local hospital and has held a variety of positions, including president of the medical staff, member of the board of directors and president of the hospital foundation board.

Born in Cincinnati, Dr. Hoven received her undergraduate degree in microbiology and then her medical degree from the University of Kentucky, Lexington. She completed her internal medicine and infectious disease training at the University of North Carolina, Chapel Hill.

Board-certified in internal medicine and infectious disease, Dr. Hoven is a fellow of the American College of Physicians and the Infectious Disease Society of America. She has been the recipient of many awards, including the University of Kentucky College of Medicine Distinguished Alumnus Award and the Kentucky Medical Association Distinguished Service Award. In 2013, Dr. Hoven was named one of Modern Healthcare Magazine’s Top 25 Women in Healthcare.

Dr. Hoven is married to Ron Sanders, PhD, an economist and college professor. They share a mutual enjoyment of two grandchildren, sports, travel and philanthropic activities.

NAME:	<b>Karen Ignagni</b>	TITLE:	President and CEO
ORGANIZATION:	America’s Health Insurance Plans	STAKEHOLDER GROUP:	

As President and Chief Executive Officer of America’s Health Insurance Plans (AHIP), Karen Ignagni is the voice of health insurance plans, representing members that provide health and supplemental benefits to more than 200 million Americans.

During Ms. Ignagni’s tenure as CEO, she has led two mergers with other organizations to form AHIP, making it the leading voice for the health plan community in America. Recently, AHIP was ranked by Washington Insiders as the second most effective trade association in Washington.

Ms. Ignagni has won many accolades for her leadership, earning recognition by leading publications, including the *New York Times*, *National Journal*, *The Hill*, *Time Magazine*, *The Washingtonian*, *Fortune Magazine*, and *Modern Healthcare*, for her extensive health policy background and intrinsic feel for politics. The *National Journal* said she is “among the most respected and effective lobbyists in Washington,” and also named her as one of the top 25 most influential women in D.C. Ms. Ignagni is one of only eight individuals to be included in *Modern Healthcare’s* annual rankings of the “Most Influential People in Healthcare” for each year since its inception - a testament to her continued success and leadership in the industry.

Ms. Ignagni regularly testifies before Congress on key federal legislation. In recent years, she has appeared before Senate and House committees on matters ranging from health insurance reform to patient protection issues and access to health care coverage issues. She is a frequent contributor to the national health care dialogue, appearing in *NBC Nightly News*, *ABC News*, *CBS Evening News*, *CNN*, *Fox Business*, *New York Times*, *Washington Post*, *Wall Street Journal*, *Associated Press*, *Reuters*, *NPR*, *PBS*, *USA Today*, *New England Journal of Medicine*, and *Health Affairs*.

Previously, Ms. Ignagni directed the AFL-CIO’s Department of Employee Benefits. She was a Professional Staff Member on the U.S. Senate Labor and Human Resources Committee and worked at the U.S. Department of Health and Human Services.

NAME:	<b>Dolores Mitchell</b>	TITLE:	Executive Director
ORGANIZATION:	Commonwealth of Massachusetts, Group Insurance Commission	STAKEHOLDER GROUP:	Purchaser Not an NQF Member

**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.

NAME:	<b>David M. Shahian, MD</b>	TITLE:	Vice President, Center for Quality and Safety
ORGANIZATION:	Massachusetts General Hospital	STAKEHOLDER GROUP:	Provider NQF Member

**David M. Shahian, MD**, is Professor of Surgery at Harvard Medical School, Vice President of the Massachusetts General Hospital (MGH) Center for Quality and Safety, and Associate Director of the MGH Codman Center for Clinical Effectiveness in Surgery. A graduate of Harvard College and Harvard Medical School, Dr. Shahian trained in general surgery at MGH and was a fellow in cardiothoracic surgery at Rush-Presbyterian-St. Luke’s Medical Center in Chicago. For nearly two decades, Dr. Shahian was Chair of the Department of Thoracic and Cardiovascular Surgery at the Lahey Clinic. During his tenure at Lahey, Dr. Shahian also served as Chair of the Operating Room and Allied Health Professionals Committees, and he was President of the Medical Staff Association from 2000 to 2001. From 2004 to 2006, Dr. Shahian served as Chair of the Department of Surgery at Caritas St. Elizabeth’s Medical Center in Boston and Professor of Surgery at Tufts University School of Medicine.

In addition to his clinical career, Dr. Shahian has been involved in health policy issues for more than two decades, particularly in the area of performance measurement. As Chair of The Society of Thoracic Surgeons (STS) Workforce on National Databases and its Quality Measurement Task Force, he has led the development of the 33 risk models and three composite measures for isolated CABG, isolated aortic valve replacement (AVR), and combined AVR+ CABG. Dr. Shahian has been a leader in the implementation of the mandatory cardiac surgery public reporting initiative in Massachusetts and the voluntary, nationwide public reporting program established by The Society of Thoracic Surgeons.

Currently the STS CABG composite and AVR composite scores are publicly reported on the STS website. In addition, under Dr. Shahian’s leadership, STS has established a partnership with Consumer Reports, which now presents the STS CABG composite star ratings on the health section of its website.

Dr. Shahian is the author or co-author of over 160 peer-reviewed journal articles and book chapters. His research has focused on performance measurement and related health policy issues. Examples include the application of statistical quality control techniques to cardiac surgery; econometric modeling of quality as a factor in selecting cardiac surgery providers; use of hierarchical models for outcomes profiling; clinical

versus administrative data for provider profiling; composite performance measures; covariate imbalance and the appropriate use of indirectly standardized (“risk-adjusted”) outcomes; alternative approaches to outlier determination; the volume-outcome association; and the use of hospital-wide mortality rates to estimate hospital quality.

Dr. Shahian is currently serving his second term as Vice Chair of the NQF Health Professionals Council and was a member of the Composite Measure Guidance Reassessment Technical Expert Panel. He previously served as Chair of the NQF Evidence Task Force and as member of the Technical Advisory Panel for the NQF Cardiac Surgery Project and the Steering Committee for its Composite Evaluation Framework and Composite Measures project. In addition, Dr. Shahian is a member of the AMA-PCPI



Executive Committee and Co-Chair of its National Quality Registry Network Steering Committee. He recently completed terms as a member of the American College of Cardiology/American Heart Association Performance Measurement Task Force and the American College of Cardiology Clinical Quality Steering Committee.