



Regionalized Emergency Medical Care Services (REMCS)

Expert Panel

Terry Adirim, M.D., M.P.H.

Director, Office of Special Health Affairs, Washington, DC

Terry Adirim is the director of the Office of Special Health Affairs at HRSA, an agency of HHS. Previously she served in the Office of Health Affairs at DHS. While at DHS, she served as vice-chair of FEMA's Children's Work Group. From 2004 -2006, she was Associate Professor, Emergency Medicine and Pediatrics at Drexel University College of Medicine and Director of Emergency Medicine at St. Christopher's Hospital for Children. From 1997 to 2004, she was Associate Professor of Pediatrics and Emergency Medicine at the George Washington University School of Medicine and attending physician at Children's National Medical Center.

Brent Asplin, MD, MPH, FACEP

President, Fairview Medical Group, Minneapolis, MN

Brent Asplin is President of Fairview Medical Group, a 530 provider multi-specialty group in Minneapolis, MN. He served as a member of the Institute of Medicine's Committee on the Future of Emergency Care in the U.S. Health System from 2004 to 2006. Dr. Asplin currently chairs the Quality and Performance Committee for the American College of Emergency Physicians (ACEP), and is the Immediate Past President of the Minnesota Chapter of ACEP. Dr. Asplin previously served as Chair of the Departments of Emergency Medicine at the Mayo Clinic in Rochester, MN and Regions Hospital in St. Paul, MN.

Brendan Carr, MD, MA, MS

Assistant Professor of Emergency Medicine & Epidemiology, University of Pennsylvania School of Medicine, Philadelphia, PA

Brendan G. Carr is an Assistant Professor of Emergency Medicine & Epidemiology at the University of Pennsylvania School Of Medicine. He completed residency in emergency medicine and fellowship in trauma & surgical critical care at the University of Pennsylvania. Following clinical training Dr. Carr entered the Robert Wood Johnson Foundation's Clinical Scholars Program where he received formal training in research methods and a Master of Science Degree in Health Policy Research. Dr. Carr is a Senior Scholar in the Center for Clinical Epidemiology & Biostatistics, and is a Senior Fellow in the Leonard Davis Institute of Health Economics. He serves as the Associate Director of the Division of Emergency Care Policy & Research and the curriculum director for the emergency care research fellowship at Penn. His research focuses on understanding how the organization of emergency care impacts outcomes for time critical conditions.

Emily Carrier, MD, MSc

Senior Health Researcher, Center for Studying Health System Change, Washington, DC

Emily Carrier is a senior health researcher, specializes in access to care, issues related to emergency medicine and surge capacity and health care markets. She received her medical degree from the College of Physicians and Surgeons (Columbia University), completed her residency and chief residency in the Bellevue/New York University emergency medicine training program, and received her masters of science in clinical investigation from New York University. Her research includes publications on regionalized emergency care, community-level health care preparedness coalitions, care coordination between emergency care and other provider groups, and local and regional health care markets.

William Wesley Fields, MD, FACEP

Chair, Emergency Medicine Action Fund, Laguna Niguel, CA

Wes Fields is a graduate of the Keck School of Medicine at USC, emergency medicine residency at UCLA/Harbor General Hospital, and serves on the clinical faculty at UC Irvine. He is past chair and most senior member of the current board of directors of CEP America. Dr. Fields has authored a number of peer-reviewed articles, two books, and has served in a variety of leadership positions in ACEP, including the founding chair of the Emergency Medicine Action Fund, a broad-based coalition engaged in federal regulatory advocacy, national health care reform efforts, and policy development for the acute care continuum.

Edward Gabriel, MPA, EMT-P, CEM, CBCP

Principal Deputy Assistant Secretary for Preparedness and Response, Assistant Secretary for Preparedness and Response (ASPR/HHS), Washington, DC

Mr. Gabriel is the Principal Deputy Assistant Secretary for Preparedness and Response, serving as principal advisor to the Assistant Secretary for Preparedness and Response (ASPR) of the Department of Health and Human Services. He advises on matters pertaining to and in support of the Department's public health emergency preparedness and response and recovery activities, programs, and policies. Mr. Gabriel provides strategic oversight to the organization, while enhancing states and local preparedness, policies, and plans relating to public health and medical emergencies, emergency response operations, financial analysis, and advanced development of and manufacturing of medical countermeasures for public health threats.

David Levine, MD, FACEP

Vice President of Informatics/Medical Director of Comparative Data and Informatics, University Healthcare Consortium (UHC), Chicago, IL

Blending clinical leadership and informatics experience, Dr. Levine oversees UHC's risk-adjustment methodologies and physician engagement activities. Dr. Levine joined UHC after serving as medical director of the ED at Stroger Hospital of Cook County in Chicago. He also served as a physician leader for information technology upgrades, including expansion of computerized physician order entry and documentation improvements. He worked on hospital, county health system and city ED initiatives focused on crowding and surge capacity. Dr. Levine earned his medical degree from Northwestern University's Feinberg School of Medicine. He did his residency at Boston City Hospital where he was chief resident.

Anthony Macintyre, MD

Professor, Department of Emergency Medicine, George Washington University, Washington, DC

Anthony Macintyre is a Board Certified Emergency Physician and Professor with the Department of Emergency Medicine at The George Washington University. His academic and field response careers have focused on medical emergencies and disasters at multiple levels. Dr. Macintyre has served as the Medical Director for Fairfax County's Urban Search and Rescue team since 1995. His work with the team has involved deployments to the bombing of the Murrah building in Oklahoma City (1995), the bombing of the US Embassy in Nairobi (1998), the Pentagon terrorist attack, and to several international earthquakes. His international deployments have also included responding to the devastating earthquakes in Bam, Iran (2004) and in Port-Au-Prince Haiti (2010). Dr. Macintyre has assisted the Federal Emergency Management Agency (FEMA) in the restructuring of the medical components of the Urban Search and Rescue System. Dr. Macintyre's work has also included assisting other U.S. Federal agencies with medical emergency planning and response including the Veterans Health Administration (VHA), Department of State, the US Agency for International Development/Office of U.S. Foreign Disaster Assistance (USAID/OFDA), the National Disaster Medical System, and the Bureau of Immigration and Customs Enforcement (formerly US Customs Service).

David Marcozzi, MD, MHS-CL, FACEP

Director, National Healthcare Preparedness Programs, Assistant Secretary for Preparedness and Response (ASPR/HHS), Washington, DC

Currently, Dr. David Marcozzi serves as the Director of the National Healthcare Preparedness Programs within the Office of the Assistant Secretary for Preparedness and Response. Returning to the Department of Health and Human Services in September 2011 after completing a 3-year detail at the White House, Dr. Marcozzi served within the Executive Office of the President as the Director of Public Health Policy for the Homeland Security Council and then as Director of All-Hazards Medical Preparedness Policy for the National Security Staff. Through this time, he continued to practice emergency medicine and is currently an Associate Clinical Professor of Emergency Medicine at George Washington University. Before his detail to the Executive Office of the President, Dr. Marcozzi held the position of Director of the Emergency Care Coordination Center at ASPR. In 2006, Dr. Marcozzi completed a congressional fellowship, working on the U.S. Senate Subcommittee on Bioterrorism and Public Health Preparedness. While there, he assisted in drafting the Pandemic and All-Hazards Preparedness Act, a reauthorization of the "Bioterrorism Act" of 2002. Prior to moving to DC, Dr. Marcozzi held the position of Assistant Professor of Emergency Medicine and Director of Disaster Preparedness at Duke University Medical Center.

Gregg Margolis, PhD, NREMT-P

Director, Division of Healthcare Systems and Health Policy, Assistant Secretary for Preparedness and Response (ASPR/HHS), Washington, DC

Gregg Margolis, PhD, is the Director of the Division of Healthcare Systems and Health Policy for the Office of the Assistant Secretary of Preparedness and Response (ASPR) at the US Department of Health and Human Services (HHS). He leads a team of policy experts in formulating, analyzing and implementing policies to build strong, integrate, and resilient health systems that are prepared to respond to and recover from disasters and public health emergencies. Prior to his federal service, Dr. Margolis was the Associate Director of the National Registry of Emergency Medical Technicians (NREMT), a nonprofit organization that serves as the national certification agency for nearly 300,000 Emergency Medical Services (EMS) professionals. Dr. Margolis has held leadership positions and faculty appointments at the George Washington University, the University of Pittsburgh, and the Center for Emergency Medicine of Western Pennsylvania. In 2009-2010, Dr. Margolis was the first paramedic to be awarded a Robert Wood Johnson Health Policy Fellowship, where he served in the Office of Senator John D. Rockefeller.

Linda McCaig, MPH

Health Scientist, National Center for Health Statistics Centers for Disease Control and Prevention (CDC/HHS), Hyattsville, MD

Ms. McCaig is a health scientist with the Ambulatory and Hospital Care Statistics Branch, Division of Health Care Statistics, National Center for Health Statistics, Centers for Disease Control and Prevention, Hyattsville, MD. She received her M.P.H. from Yale University in 1982; her B.S. from the Johns Hopkins University School of Health Services, Physician Assistant Program in 1976; and her B.S. in psychology from the University of Maryland in 1972. Ms. McCaig conducts national surveys on ambulatory healthcare utilization. Her research interests include antimicrobial prescribing practices, infectious disease epidemiology, emergency department use, and utilization of mid-level providers in ambulatory care settings.

Melissa McCarthy, ScD, MS

Associate Professor, George Washington University School of Public Health, Washington, DC

Dr. McCarthy is an Associate Professor in the Department of Health Policy at the George Washington University School of Public Health and Health Sciences with a joint appointment in the Department of Emergency Medicine. Dr. McCarthy has a master's degree in epidemiology and a doctoral degree in health services research. Dr. McCarthy's research focuses on evaluating the quality of emergency care and estimating the impact of factors such as crowding on quality. She also designs and evaluates interventions to improve emergency department care and

patient outcomes. Dr. McCarthy's research is presently funded by the Agency for Healthcare Research and Quality and the National Library of Medicine.

Ryan Mutter, PhD

Senior Economist, Agency for Healthcare Research and Quality (AHRQ/CDOM/HHS), Washington, DC

Ryan Mutter, Ph.D., is a senior economist at the Agency for Healthcare Research and Quality (AHRQ), where he coordinates the Agency's emergency department research activities and oversees emergency department data development for the Healthcare Cost and Utilization Project (HCUP) and supports emergency department quality indicator development for the AHRQ Quality Indicators (QIs). He also conducts research on a variety of topics, including emergency department utilization, hospital efficiency, hospital quality, and hospital market forces. Dr. Mutter has published widely in clinical, health services research, and economics journals, such as *Annals of Emergency Medicine*, *Academic Emergency Medicine*, *Medical Care*, *Health Services Research*, *Medical Care Research and Review*, *Inquiry*, *Review of Industrial Organization*, and *International Journal of Health Care Finance and Economics*. Dr. Mutter received his Ph.D. in public policy and his M.A. in economic policy analysis from the University of Maryland, Baltimore County. He received his B.A. in economics from the College of William and Mary.

AnnMarie Papa, DNP, RN, CEN, NE-BC, FAEN

Clinical Director, Emergency Nursing, University of Pennsylvania, Philadelphia, PA

AnnMarie Papa is an energetic and engaging leader that has mentored and inspired many. She is a thought leader and sought after speaker on leadership, mentoring and other ED topics and has presented regionally, nationally and internationally. Papa is a Fellow in the Academy of Emergency Nursing, holds a BSN and MSN from Villanova University and a DNP from Waynesburg University. AnnMarie has been recognized for her exemplary leadership with numerous awards and served as 2011 National ENA President. She is currently and Director of Emergency Nursing at the Hospital of University of Pennsylvania and Penn Presbyterian Medical Center.

Sally Phillips, RN, PhD

Deputy Assistant Secretary and Director Health Threats Resilience Division, Office of Health Affairs, Department of Homeland Security, Washington, DC

Stephen Pitts, MD, MPH

Emory University School of Medicine, Atlanta, GA

Stephen R. Pitts is an associate professor of medicine in the Department of Emergency Medicine at Emory University's School of Medicine. He is also a clinician in the emergency department at Grady Memorial Hospital. Pitts received his medical degree from Southwestern Medical School and his Master of Public Health degree in epidemiology from the Rollins School of Public Health at Emory University. In a 30-year career of fulltime emergency medicine practice and teaching in Atlanta, he also developed an interest in the analysis of complex surveys. In 2008-9 he was an Academy Health fellow at the CDC National Center for Health Statistics in Hyattsville, MD, where he authored the annual report on hospital emergency department visits for 2006. Subsequently he has published an analysis of ED visits in the context of all other ambulatory visits in the U.S., and a study attributing recent trends in national ED crowding to increased practice intensity. He continues to advise the national ED survey for NCHS and is contracted with the HHS Emergency Care Coordination Center on issues related to preparedness and response. He is currently the chair of the U.S. Society for Academic Emergency Medicine ED crowding interest group.

Michael Rapp, MD, JD

Director, Quality Measurement and Health Assessment Group, Centers for Medicare and Medicaid Services (CMS/HHS), Baltimore, MD

Dr. Rapp is director of the Quality Measurement and Health Assessment Group of the Centers for Medicare and Medicaid Services, based at its headquarters in Baltimore, MD. Dr. Rapp is an emergency physician and was in active clinical practice until taking his position at CMS, including most recently as a member of the George Washington University Medical Faculty Associates. For 18 years he served as Chairman and Medical Director of the

Department of Emergency Medicine at Arlington Hospital (now Virginia Hospital Center.) He has been active in organized medicine in various capacities including service on the board of directors and as president of the American College of Emergency Physicians. Early in his career, Dr. Rapp practiced law as a defense attorney representing hospitals and physicians in medical malpractice suits. His public service activities include approximately four years as Chairman of the Department of HHS Practicing Physicians Advisory Council. Dr. Rapp received his M.D. degree from the Northwestern University Feinberg School of Medicine, and his J.D. degree, with highest honors, from the George Washington University School of Law.

Kathy Robinson, RN

Program Manager, National Association of State EMS Officials, Bloomsburg, PA

Kathy Robinson has nearly 30 years of experience in emergency nursing and EMS as a clinician, government administrator, patient advocate, and health care policy consultant. Her extensive experience as a licensed registered nurse and certified paramedic includes various clinical and administrative roles at a rural but large tertiary care medical center in central Pennsylvania. As the EMS planning and clinical systems manager for the PA Department of Health, she served as the state's Trauma Program Coordinator and EMS-C Program Manager. In addition, Kathy managed multiple grants, supervised EMS training programs, coordinated the clinical research program, and was responsible for the development and implementation of EMS clinical policies, protocols, and procedures for the Commonwealth of Pennsylvania. Kathy has worked side-by-side with legislators and staff to implement critical policy initiatives at the state and federal level. She has authored numerous publications and lectured extensively both in the United States and abroad. She is currently a Program Manager for the National Association of State EMS Officials.

Jeremiah Schuur, MD, MHS

Chief, Division of Health Policy Translation, Brigham and Women's Hospital, Boston, MA

Jeremiah (Jay) Schuur, MD, MHS, is the Chief of the Division of Health Policy Translation and the Director of Quality, Patient Safety and Performance Improvement for the Department of Emergency Medicine of the Brigham and Women's Hospital and an Assistant Professor of Medicine (Emergency) at Harvard Medical School. Dr. Schuur chairs the Quality and Performance Committee of the American College of Emergency Physicians, is a member of the Medicare Evidence Development & Coverage Advisory Committee (MEDCAC), and represents Emergency Medicine on the American Medical Association's Physician Council for Performance Improvement (PCPI). Dr. Schuur's current research focuses on developing, implementing and evaluating measures of quality of care and patient safety in emergency medicine.

Manish Shah, MD, MPH

Associate Professor, Associate Chair, University of Rochester Medical Center, Rochester, NY

Dr. Shah is an Associate Professor Emergency Medicine, Geriatrics, and Community and Preventive Medicine at the University of Rochester. He also serves as the Associate Chair for Research and Chief of the Division of Prehospital Medicine in the Department of Emergency Medicine. He is a leading prehospital medicine and geriatric emergency medicine researcher, focused specifically on improving the emergency care delivered to older adults and using the emergency care system to improve the public health and prevent injury and illness.

Suzanne Stone-Griffith, RN, MSN, CNAA

Vice President of ED Services, EMS and Trauma, Continental Division of HCA Healthcare, Nashville, TN

Suzanne is currently the Vice President of Emergency Services, EMS and Trauma for the Continental Division of HCA. In this role she leads organizational change through metric development; targeted process standardization and system wide operational performance improvement impacting the emergency setting. Suzanne is an advanced practice nurse that has served in clinical and leadership roles for over 30 years. She completed her undergraduate

training at University of North Carolina-Charlotte and her MSN at University of Tennessee-Knoxville. She has been with HCA for 25 years serving as a Chief Nursing and Chief Operating Officer for a hospital in the Nashville area. For the last 10 years Suzanne lead the Emergency Services Clinical Performance work for the HCA healthcare system prior to assuming her current role. HCA has 180 emergency departments in 19 states that constitute over 6 million annual visits.

Michael A. Stoto, PhD

Professor of Health Systems Administration and Population Health, Georgetown University, Washington, DC

Michael A. Stoto, PhD is a Professor of Health Systems Administration and Population Health at Georgetown University. A statistician, epidemiologist, and health policy analyst, Dr. Stoto's research includes methodological topics in epidemiology, statistics, population health assessment and performance measurement, meta-analysis and other analytical methods related to comparative effectiveness research. Dr. Stoto is the co-PI of the CDC-funded Preparedness and Emergency Response Research Center based at the Harvard School of Public Health, and PI of its Systems Improvement project, which seeks to apply performance measurement and other quality improvement methods to public health emergency preparedness.

Shelly D. Timmons, MD, PhD

Neurosurgery Associate and Director of Neurotrauma, Geisinger Health System, Danville, PA

Shelly D. Timmons is a Neurosurgery Associate and Director of Neurotrauma for the Geisinger Health System in Pennsylvania, roles she assumed in August, 2010. She is board certified by the American Board of Neurological Surgery. Current positions include Chair of the Joint Section of Neurotrauma and Critical Care of the American Association of Neurological Surgeons (AANS) and the Congress of Neurological Surgeons (CNS). Dr. Timmons has been an NIH-funded clinical researcher for a number of years, and has published and lectured on a variety of topics related to traumatic brain injury, spinal cord injury, and blunt vascular injury. Dr. Timmons completed her residency training in neurological surgery and her Ph.D. at the University of Tennessee Health Science Center-Memphis. Prior to assuming her current position, she practiced for thirteen years as a neurological surgeon with Semmes-Murphey Clinic in Memphis, TN, was Associate Professor of Neurosurgery and Chief of the Neurotrauma Division of the University of Tennessee Health Science Center Department of Neurosurgery, and Chief of Neurosurgery at the Regional Medical Center at Memphis/Elvis Presley Memorial Trauma Center.

Arjun Venkatesh, MD, MBA

Robert Wood Johnson Foundation Clinical Scholar, Yale University School of Medicine, New Haven, CT

Dr. Venkatesh is currently a Robert Wood Johnson Foundation Clinical Scholar at Yale University. Dr. Venkatesh has a strong research publication and advocacy record in the arena of performance measurement. Dr. Venkatesh serves in multiple committee leadership roles for the American College of Emergency Physicians as well as the Society of Academic Emergency Medicine, and he has served on technical expert panels for the Agency for Healthcare Research and Quality. Dr. Venkatesh completed his Chief and Emergency Medicine residency at Brigham and Women's and Massachusetts General Hospitals. He is a graduate of the Feinberg School of Medicine at Northwestern University and earned an MBA from The Ohio State University.

Ellen Weber, MD

Professor of Emergency Medicine, University of California San Francisco Medical Center, San Francisco, CA

Ellen Weber is Professor and Vice Chair of Emergency Medicine at the University of California, San Francisco (UCSF). She received her MD degree from Harvard Medical School, completed residency at UCSF, and is board certified in Emergency and Internal Medicine. She has practiced emergency medicine in both community and

teaching hospital settings since 1986. She was Medical Director of the Emergency Department at UCSF Medical Center from 1992 through 2008, at which time she embarked on a sabbatical to study the implementation and impact of the UK's four-hour throughput target for emergency department patients. Her research focuses on ED utilization, operations and crowding.

Leonard Weireter, Jr., MD, FACS

Arthur and Marie Kirk Family Professor of Surgery, Eastern Virginia Medical School; Medical Director, Shock Trauma Center, Sentara Norfolk General Hospital

Dr. Weireter obtained his MD from the State University of New York at Buffalo and graduated from the State University of New York at Buffalo's General Surgery Residency Program. He completed a fellowship in Trauma and Critical Care at the University of Maryland/MIEMSS. He is currently Professor of Surgery at Eastern Virginia Medical School and Chief of the Division of Trauma and Critical Care and Medical Director of the Level 1 Trauma Center at the Sentara Norfolk General Hospital. Dr. Weireter is chairman of the American College of Surgeons Committee on Trauma Disaster and Mass Casualty Management Committee.