



## Measure Applications Partnership Coordinating Committee

### COMMITTEE CO-CHAIRS (VOTING)

[George Isham, MD, MS](#)

[Elizabeth McGlynn, PhD, MPP](#)

### ORGANIZATIONAL MEMBERS (VOTING)

AARP

Academy of Managed Care Pharmacy

AdvaMed

AFL-CIO

America's Health Insurance Plans

American Board of Medical Specialties

American College of Physicians

American College of Surgeons

American Hospital Association

American Medical Association

American Medical Group Association

American Nurses Association

Blue Cross and Blue Shield Association

Catalyst for Payment Reform

Consumers Union

**Federation of American Hospitals**

**Healthcare Financial Management Association**

**The Joint Commission**

**LeadingAge**

**Maine Health Management Coalition**

**National Alliance for Caregiving**

**National Association of Medicaid Directors**

**National Business Group on Health**

**National Committee for Quality Assurance**

**National Partnership for Women and Families**

**Pacific Business Group on Health**

**Pharmaceutical Research and Manufacturers of America**

#### **INDIVIDUAL SUBJECT MATTER EXPERTS (VOTING)**

**Bobbie Berkowitz, PhD, RN, CNAA, FAAN**

**Marshall Chin, MD, MPH, FACP**

**Harold Pincus, MD**

**Carol Raphael, MPA**

#### **FEDERAL GOVERNMENT LIAISONS (NON-VOTING)**

As part of a broader strategy to keep groups a nimble size while creating opportunities for new perspectives to join MAP, HHS will designate three federal partners to serve as non-voting liaisons to each group. Other agencies may be called on to provide expertise on an as-needed basis. HHS is in the process of selecting representatives.



## Measure Applications Partnership Clinician Workgroup

### COMMITTEE CHAIR (VOTING)

[Mark B. McClellan, MD, PhD](#)

### ORGANIZATIONAL MEMBERS (VOTING)

The Alliance

American Academy of Family Physicians

American Academy of Nurse Practitioners

Association of American Medical Colleges

American College of Cardiology

American College of Emergency Physicians

American College of Radiology

Center for Patient Partnerships

Consumers' CHECKBOOK

Kaiser Permanente

March of Dimes

Minnesota Community Measurement

National Business Coalition on Health

National Center for Interprofessional Practice and Education

Pacific Business Group on Health

Patient-Centered Primary Care Collaborative

## Physician Consortium for Performance Improvement

### Wellpoint

#### INDIVIDUAL SUBJECT MATTER EXPERTS (VOTING)

Luther Clark, MD

Constance Dahlin, MSN, ANP-BC, ACHPN, FPCN, FAAN

Eric Whitacre, MD, FACS

#### FEDERAL GOVERNMENT LIAISONS (NON-VOTING)

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## Measure Applications Partnership Dual Eligible Beneficiaries Workgroup

### COMMITTEE CHAIRS (VOTING)

[Alice Lind, RN, MPH \(Chair\)](#)

[Jennie Chin Hansen, RN, MS, FAAN \(Vice-Chair\)](#)

### ORGANIZATIONAL MEMBERS (VOTING)

AARP Public Policy Institute

America's Essential Hospitals

American Federation of State, County and Municipal Employees

American Geriatrics Society

American Medical Directors Association

Center for Medicare Advocacy

Consortium for Citizens with Disabilities

Humana, Inc.

iCare

National Association of Social Workers

National PACE Association

SNP Alliance

### INDIVIDUAL SUBJECT MATTER EXPERTS (VOTING)

[Mady Chalk, MSW, PhD](#)

[Anne Cohen, MPH](#)

[James Dunford, MD](#)

[Nancy Hanrahan, PhD, RN, FAAN](#)

[K. Charlie Lakin, PhD](#)

[Ruth Perry, MD](#)

[Gail Stuart, PhD, RN](#)

#### FEDERAL GOVERNMENT LIAISONS (NON-VOTING)

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## Measure Applications Partnership Hospital Workgroup

### COMMITTEE CHAIRS (VOTING)

[Frank G. Opelka, MD, FACS \(Chair\)](#)

[Ronald S. Walters, MD, MBA, MHA, MS \(Vice-Chair\)](#)

### ORGANIZATIONAL MEMBERS (VOTING)

Alliance of Dedicated Cancer Centers

America's Essential Hospitals

American Federation of Teachers Healthcare

American Hospital Association

American Organization of Nurse Executives

ASC Quality Collaboration

Blue Cross Blue Shield of Massachusetts

Children's Hospital Association

Memphis Business Group on Health

Mothers Against Medical Error

National Coalition for Cancer Survivorship

National Rural Health Association

Pharmacy Quality Alliance

Premier, Inc.

Project Patient Care

Service Employees International Union

St. Louis Area Business Health Coalition

INDIVIDUAL SUBJECT MATTER EXPERTS (VOTING)

[Dana Alexander, RN, MSN, MBA](#)

[Jack Fowler, Jr., PhD](#)

[Mitchell Levy, MD, FCCM](#)

[Dolores Mitchell, MSHA, RN, CCM, FACHE](#)

[R. Sean Morrison, MD](#)

[Michael Phelan, MD, FACEP](#)

[Ann Marie Sullivan, MD](#)

FEDERAL GOVERNMENT LIAISONS (NON-VOTING)

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## Measure Applications Partnership Post-Acute Care/Long-Term Care Workgroup

### COMMITTEE CHAIR (VOTING)

[Carol Raphael, MPA](#)

### COMMITTEE MEMBERS (VOTING)

Aetna

American Medical Rehabilitation Providers Association

American Occupational Therapy Association

American Physical Therapy Association

American Society of Consultant Pharmacists

Caregiver Action Network

Johns Hopkins University School of Medicine

Kidney Care Partners

Kindred Healthcare

National Consumer Voice for Quality Long-Term Care

National Hospice and Palliative Care Organization

National Pressure Ulcer Advisory Panel

National Transitions of Care Coalition

Providence Health & Services

Service Employees International Union

Visiting Nurses Association of America

## INDIVIDUAL SUBJECT MATTER EXPERTS (VOTING)

[Louis Diamond, MBChB, FCP\(SA\), FACP, FHIMSS](#)

[Gerri Lamb, PhD](#)

[Marc Leib, MD, JD](#)

[Debra Saliba, MD, MPH](#)

[Thomas von Sternberg, MD](#)

## FEDERAL GOVERNMENT LIAISONS (NON-VOTING)

As part of a broader strategy to keep groups a nimble size while creating opportunities for new perspectives to join MAP, HHS will designate three federal partners to serve as non-voting liaisons to each group. Other agencies may be called on to provide expertise on an as-needed basis. HHS is in the process of selecting representatives.



## Measure Applications Partnership (MAP)

### COMMITTEE CHAIRS

#### **Jennie Chin Hansen, RN, MS, FAAN**

Jennie Chin Hansen is CEO of the American Geriatrics Society and immediate past President of AARP. The AGS is the nation's leading membership organization of geriatrics healthcare professionals, whose shared mission is to improve the health, independence and quality of life of older people. As a pivotal force in shaping practices, policies and perspectives in the field, the Society focuses on: advancing eldercare research; enhancing clinical practice in eldercare; raising public awareness of the healthcare needs of older people; and advocating for public policy that ensures older adults access to quality, appropriate, cost-effective care. In 2005, Hansen transitioned after nearly 25 years with On Lok, Inc., a nonprofit family of organizations providing integrated, globally financed and comprehensive primary, acute and long-term care community based services in San Francisco. The On Lok prototype became the 1997 federal Program of All Inclusive Care to the Elderly (PACE) Program into law for Medicare and Medicaid. PACE now has programs in 30 states. In May 2010, she completed her two year term as President of AARP during the national debate over health care reform, in addition to, the other six years she was on AARP's national board of directors. Since 2005, she has served as federal commissioner of the Medicare Payment Advisory Commission (MedPAC). In 2010 she served as an IOM member on the RWJ Initiative on the Future of Nursing. She currently serves as a board member of the SCAN Foundation and a board officer of the National Academy of Social Insurance. In 2011 she begins as a board member of the Institute for Healthcare Improvement (IHI). Jennie has received multiple awards over the years including the 2003 Gerontological Society of America Maxwell Pollack Award for Productive Living, a 2005 Administrator's Achievement Award from the Centers for Medicare and Medicaid Services, and an honorary doctorate from Boston College in 2008.

#### **George J. Isham, MD, MS**

George Isham, MD, MS is Senior Advisor to HealthPartners, responsible for working with the board of directors and the senior management team on health and quality of care improvement for patients, members and the community. Dr. Isham is also Senior Policy Fellow, HealthPartners Research Foundation and facilitates forward progress at the intersection of population health research and public policy. Dr. Isham is active nationally and currently co-chairs the National Quality Forum convened Measurement Application Partnership, chairs the National Committee for Quality Assurance's clinical program committee and is a member of NCQA's committee on performance measurement. Dr. Isham is chair of the Institute of Medicine's Roundtable on Health Literacy and has chaired three studies in addition to serving on a number of IOM studies related to health and quality of care. In 2003 Isham was appointed as a lifetime National Associate of the

National Academies of Science in recognition of his contributions to the work of the Institute of Medicine. He is a former member of the Center for Disease Control and Prevention's Task Force on Community Preventive Services and the Agency for Health Care Quality's United States Preventive Services Task Force and currently serves on the advisory committee to the director of Centers for Disease Control and Prevention. His practice experience as a general internist was with the United States Navy, at the Freeport Clinic in Freeport, Illinois, and as a clinical assistant professor of medicine at the University of Wisconsin Hospitals and Clinics in Madison, Wisconsin.

#### **Alice Lind, RN, MPH**

Alice R. Lind is Manager, Grants and Program Development, in the Washington State Health Care Authority. Her staff is responsible for the development, implementation, and evaluation of innovative Medicaid programs. Formerly, Ms. Lind was the Senior Clinical Officer at the Center for Health Care Strategies (CHCS). There, she played an integral role in the organization's efforts to improve care for high-need, high-cost populations, with a special emphasis on those who are dually eligible for Medicaid and Medicare and those in need of long term supports and services. Over the past several years, Ms. Lind has conducted stakeholder meetings, interviews, and focus groups on program design for dual eligibles. She has authored several papers on quality and performance measures, as well as policy briefs on Long-term Supports and Services. Currently, Ms. Lind is the chair of the Dual Eligibles Workgroup, for the National Quality Forum's Measures Application Partnership, and also serves on NCQA's Standards Committee. Ms. Lind has extensive clinical and Medicaid program development expertise through her 15 years of work in Washington State. Ms. Lind received a master's degree in public health from the University of North Carolina-Chapel Hill, and a bachelor's degree in nursing from Texas Christian University. She has held clinical positions in occupational health, hospice home care, and intensive care, and managed a long-term care program in a residential setting for terminally ill persons with AIDS.

#### **Mark McClellan, MD, PhD**

Mark McClellan is senior fellow, director of the Engelberg Center for Health Care Reform, and Leonard D. Schaeffer Chair in Health Policy Studies at the Brookings Institution. Established in 2007, the Engelberg Center provides practical solutions to achieve high-quality, innovative, affordable health care with particular emphasis on identifying opportunities on the national, state and local levels. A doctor and economist by training, McClellan has a highly distinguished record in public service and academic research. He is a former administrator of the Centers for Medicare & Medicaid Services (CMS) and former commissioner of the Food and Drug Administration (FDA). He also served as a member of the President's Council of Economic Advisers and senior director for health care policy at the White House. Previously, McClellan served in the Clinton administration as deputy assistant secretary of the Treasury for economic policy, where he supervised economic analysis and policy development on a range of domestic policy issues. McClellan also served as an associate professor of economics and associate professor of medicine with tenure at Stanford University, where he directed Stanford's Program on Health Outcomes Research; was associate editor of the Journal of Health Economics; and co-principal investigator of the Health and Retirement Study (HRS), a longitudinal study of the health and economic status of older Americans. He has twice received the Kenneth J. Arrow Award for Outstanding Research in Health Economics. From time to time, McClellan advises U.S. government officials on health care policy

issues. In his capacity as a health policy expert, he is the co-director of the Bipartisan Policy Center's Leaders' Project on the State of American Health Care; co-chair of the Robert Wood Johnson Foundation Commission to Build a Healthier America; and chair of the FDA's Reagan-Udall Foundation. McClellan is also co-chair of the Quality Alliance Steering Committee, sits on the National Quality Forum's Board of Directors, is a member of the Institute of Medicine of the National Academy of Sciences, and is a research associate at the National Bureau of Economic Research. McClellan holds an MD from the Harvard University–Massachusetts Institute of Technology (MIT) Division of Health Sciences and Technology, a PhD in economics from MIT, an MPA from Harvard University, and a BA from the University of Texas at Austin. He completed his residency training in internal medicine at Boston's Brigham and Women's Hospital, is board-certified in Internal Medicine, and has been a practicing internist during his career.

#### **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 Measure Applications 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.

#### **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.

### **Carol Raphael, MPA**

Carol Raphael, MPA, is President and Chief Executive Officer of Visiting Nurse Service of New York, the largest nonprofit home health agency in the United States. She oversees VNSNY's comprehensive programs in post-acute care, long-term care, hospice and palliative care, rehabilitation and mental health as well as its health plans for dually eligible Medicare and Medicaid beneficiaries. Ms. Raphael developed the Center for Home Care Policy and Research, which conducts policy-relevant research focusing on the management and quality of home and community-based services. Previously, Ms. Raphael held positions as Director of Operations Management at Mt. Sinai Medical Center and Executive Deputy Commissioner of the Human Resources Administration in charge of the Medicaid and Public Assistance programs in New York City. Between 1999 and 2005, Ms. Raphael was a member of MedPAC. She served on the New York State Hospital Review and Planning Council for 12 years (1992-2004) and chaired its Fiscal Policy Committee. She chairs the New York eHealth Collaborative and was a member of the IOM's Committee to Study the Future Health Care Workforce for Older Americans, which issued its report in April 2008. She is on the Boards of AARP, Pace University, and the Continuing Care Leadership Coalition. She is a member of the Harvard School of Public Health's Health Policy Management Executive Council, the Markle Foundation Connecting for Health Steering Group, Atlantic Philanthropies Geriatrics Practice Scholars Program, and Henry Schein Company Medical Advisory Board, the Jonas Center for Excellence in Nursing Advisory Board, NYU College of Nursing Advisory Board, and the New York City Health and Mental Hygiene Advisory Council. She was a member of the Lifetime Excellus Board from 2002-2010. She has authored papers and presentations on post-acute, long-term and end-of-life care and co-edited the book Home Based Care for a New Century. Ms. Raphael has an M.P.A. from Harvard University's Kennedy School of Government, and was a Visiting Fellow at the Kings Fund in the United Kingdom. Ms. Raphael was recently listed in Crain's New York Business 50 Most Powerful Women in New York City.

### **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.

#### INDIVIDUAL SUBJECT MATTER EXPERTS

##### **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.

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

Bobbie Berkowitz is currently the Dean and Mary O'Neil Munding Professor of Nursing at Columbia University School of Nursing and Senior Vice President of the Columbia University Medical Center. She was previously the Alumni Endowed Professor of Nursing and Chair of the Department of Psychosocial and Community Health at the University Of Washington School Of Nursing and Adjunct Professor in the School of Public Health and Community Medicine. In addition, she served as a Consulting Professor with Duke University and the University of California at Davis. Dr. Berkowitz directed the NIH/NINR funded Center for the Advancement of Health Disparities Research and the National Program Office for the RWJF funded Turning Point Initiative. She joined the faculty at the University of Washington after having served as Deputy Secretary for the Washington State Department of Health and Chief of Nursing Services for the Seattle-King County Department of Public Health. Dr. Berkowitz has been a member of the Washington State Board of Health, the Washington Health Care Commission, the board of the American Academy of Nursing, and chaired the Board of Trustees of Group Health Cooperative. She serves on a number of editorial boards, including the *Journal of Public Health Management and Practice, Policy, Politics, and Nursing Practice*, and as Associate Editor of *Nursing Outlook*. Dr. Berkowitz is an elected Fellow in the American Academy of Nursing and elected member of the Institute of Medicine. She holds a Ph.D. in Nursing Science from Case Western Reserve University and Master of Nursing and Bachelor of Science in Nursing from the University of Washington. Her



areas of expertise and research include public health systems and health equity.

### **Mady Chalk, MSW, PhD**

Mady Chalk, Ph.D. is the Director of the Center for Policy Analysis and Research at the Treatment Research Institute (TRI) in Philadelphia, PA. The Center focuses on translation of research into policy, particularly focused on quality improvement and standards of care, new purchasing strategies for treatment services, implementation and evaluation of performance-based contracting, and integrated financing for treatment in healthcare settings. The Center also supports the Mutual Assistance Program for States (MAPS) which provides an arena in which States and local policy makers, purchasers, elected officials, and treatment providers meet with clinical and policy researchers to exchange ideas and develop testable strategies to improve the delivery of addiction treatment. Prior to becoming a member of the staff of TRI, for many years Dr. Chalk was the Director of the Division of Services Improvement in the Federal Center for Substance Abuse Treatment (CSAT)/Substance Abuse and Mental Health Services Administration (SAMHSA). For 15 years before coming to the Washington area, Dr. Chalk was a faculty member in the Yale University School of Medicine, Department of Psychiatry and the Director of the Outpatient /Community Services Division of Yale Psychiatric Institute. She received her Ph.D. in Health and Social Policy from the Heller School at Brandeis University.

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

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

### **Luther T. Clark, MD**

Luther Clark, MD, is global director for scientific affairs, atherosclerosis, global center for scientific affairs, in the office of the chief medical officer at Merck. Prior to joining Merck, Dr. Clark was chief of the division of cardiovascular medicine and professor of clinical medicine at the State University of New York Downstate Medical Center and Kings County Hospital Center in Brooklyn, NY. Dr. Clark was also director and principal investigator of the National Institutes of Health (NIH) supported Brooklyn Health Disparities Research Center. He is a fellow of the American College of Cardiology and American College of Physicians, a member of the Council of the New York State Chapter of the American College of Cardiology, a member of the National Medical Association, and a member of the Association of Black Cardiologists. Dr. Clark earned his bachelor of arts from Harvard College and his medical degree from Harvard Medical School.

### **Anne Cohen, MPH**

Anne Cohen has over fifteen years' experience in the disability field. She has served on state and federal advisory committees that address disability issues including the Agency for Healthcare Research and Quality (AHRQ)'s technical panel for the development of CAHPS for People with



Mobility Impairments and the California Health Care Foundation's (CHCF) development of Medicaid Health Plan Performance Standards and Measures for People with Disabilities and Chronic Conditions. She founded Disability Health Access, LLC, in 2005, advising healthcare organizations on how to improve services for seniors and people with disabilities. Among her projects she collaborated with Dr. Sue Palsbo, on the development of disability targeted health plan quality measures. In 2012, Anne also began collaborating with Harbage Consulting, a health policy consulting firm, with expertise in public programs and delivery system reform. Through her work with Harbage she has advised the State of California on implementing integration of Dual eligible individuals. Before forming Disability Health Access, Ms. Cohen was a disability manager at Inland Empire Health Plan, a non-profit Medicaid Health Plan in Southern California. At IEHP, she developed community outreach strategies and coordinated service delivery enhancements to improve care. Her accomplishments included implementing a national model health education curriculum and facilitating strategic research partnerships aimed at utilizing available data to better understand and manage members' care. Ms. Cohen has a Master of Public Health degree in Health Policy and Administration, and a Bachelor of Science degree in Social Science from Portland State University, Portland, Oregon.

#### **Constance Dahlin, MSN, ANP-BC, ACHPN, FPCN, FAAN**

Constance Dahlin is an advanced practice nurse with extensive hospice and palliative care experience. Ms. Dahlin is the Director of Professional Practice for the Hospice and Palliative Nurses Association. She trained in oncology and adult primary care as a CNS and NP. She has palliative experience across care settings; ambulatory, inpatient, rehabilitation, skilled facility, and home. She co-founded and was clinical director of an academic medical center palliative care team in Boston; and clinical director of an urban hospice in Boston, Massachusetts; and coordinator of a community hospice and home health agency in Springfield, Oregon. Ms. Dahlin is clinical associate professor at the Massachusetts General Hospital Institute of Health Professions and faculty on the Harvard Medical School Center for Palliative Care. She serves as national faculty for the End of Life Nursing Education Consortium (ELNEC). She was editor of the second and third editions of the National Consensus Project for Quality Palliative Care *Clinical Practice Guidelines for Quality Palliative Care* and co-edited the first and second editions of the Hospice and Palliative Nurses Association *Core Curriculum for the Advanced Hospice and Palliative Registered Nurse*. Current work includes the American Hospital Association Circle of Life Committee; consultant to the Center to Advance Palliative Care; and the Massachusetts Comprehensive Cancer Prevention and Control Program Advisory Board. She is past president and board member of the Hospice and Palliative Nurses Association and was a member of the National Quality Forum Hospital Efficiency Task Force. She has written, presented, and produced a variety of hospice and palliative nursing education topics, articles, materials, and book chapters. Ms. Dahlin is a Fellow of Hospice and Palliative Nursing and a Fellow of the American Academy of Nursing.

#### **Louis H. Diamond, MBChB, FCP, (SA), FACP, FHIMSS**

Louis H. Diamond is the President of Quality in Health Care Advisory Group, LLC (QHC). He is an expert in the use of methodologies for measuring and improving quality and also involved in the development of public policy through projects focused on patient safety, health system financing,

physician payment reform, quality measurement and reporting, and performance improvement. He currently serves as the following: Chair, Physician Engagement Committee, Health Information Management Systems Society; Member, Leadership Network, National Quality Forum (NQF); Member, Measurement Application Partnership Post-Acute Workgroup, NQF; Vice Chair, End-Stage Renal Disease Network, ( A QIO for the ESRD program Board; Delegate for the Renal Physicians Association to the American Medical Association House of Delegates; Member, National Priorities Partnership representing the Healthcare Information and Management Systems Society; Member, Board of Trustees, American College of Medical Quality; and Board Member, Quality Insights Holdings. He previously held leadership positions at a variety of healthcare organizations including: Chair, Strategic Directions Subcommittee, Physician Consortium for Performance Improvement; Chair, Policy Steering Committee, eHealth Initiative (eHI); Chair, Quality Safety and Outcomes Committee, Healthcare Information and Management Systems Society (HIMSS); Chair, Quality, Measurement and Research Council, NQF; President, Renal Physicians Association; Board of Directors, National Patient Safety Foundation; President, Medical Society of D.C.; Board of Trustees, American Society of Internal Medicine; President, American College of Medical Quality and Chair, Physician Engagement Committee, HIMSS as of July 2013. In addition, Dr. Diamond served as a Robert Wood Johnson Health Policy Fellow; Vice President and Medical Director, Thomson Reuters Healthcare; Professor of Medicine, Chair, Georgetown Department of Medicine and Dean for Medical Affairs, at D. C. General Hospital; Research Fellow, Renal Metabolic Unit and Assistant professor of Medicine, Cape Town School of Medicine and Groote Schuur Hospital. Dr. Diamond is a graduate of the University of Cape Town Medical School, South Africa; Fellow, American College of Physicians; and Fellow, College of Physicians, South Africa and Fellow American College of Physicians.

### **James Dunford, MD**

Dr. Dunford has served as Medical Director of San Diego Fire-Rescue since 1986 and became City Medical Director in 1997. Jim is Professor Emeritus at the UC, San Diego School of Medicine where he has practiced emergency medicine since 1980. Dr. Dunford attended Syracuse University and Columbia University College of Physicians & Surgeons and is board-certified in Emergency Medicine and Internal Medicine. He previously served as flight physician and medical director of the San Diego Life Flight program and founded the UCSD Emergency Medicine Training Program. Dr. Dunford's interests include translating research in heart attack, trauma and stroke care to the community. He investigates the interface between public health and emergency medical services (EMS). For his work with the San Diego Police Department Serial Inebriate Program (SIP) he received the 2007 United States Interagency Council on Homelessness Pursuit of Solutions Award. Dr. Dunford collaborates with the SDPD Homeless Outreach Team (HOT) and directs the EMS Resource Access Program (RAP) to case-manage frequent users of acute care services. He is a Co-investigator in the Resuscitation Outcomes Consortium (ROC), a US-Canadian effort responsible for conducting the largest out-of-hospital cardiac arrest and trauma resuscitation trials in North America.

### **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.

#### **Nancy Hanrahan, PhD, RN, FAAN**

Dr. Nancy Hanrahan is an associate professor and faculty member of the Center for Health Outcomes and Policy Research at the University of Pennsylvania, School of Nursing. As a health systems researcher, she studies innovative models that promote an integrated mind/body approach to mental and physical health care. In her current research, she studies the effectiveness a transitional care model for hospitalized individuals with a primary or secondary mental illness to improve post-hospital outcomes and lower 30-day readmission rates. Her clinical expertise is with individuals who have serious and persistent mental illness.

#### **K. Charlie Lakin, PhD**

K. Charlie Lakin, Ph.D., was most recently Director of the National Institute on Disability and Rehabilitation Research, U.S. Department of Education. Mr. Lakin has more than 40 years of experience in services to individuals with disabilities as a teacher, researcher, consultant and community living advocate. Before coming to NIDRR in 2011, Mr. Lakin was Director of Research and Training Center on Community Living at the University of Minnesota. In his career Mr. Lakin has directed dozens of research and training projects and has authored or co-authored more than 300 publications based on that work. He has consulted frequently with state, federal and international agencies in matters of policy, research and evaluation. Among recognitions for his work are appointments by President Clinton to the President's Committee on Persons with Intellectual Disabilities, the American Association on Intellectual and Developmental Disabilities' Dybwad Humanitarian Award, the Distinguished Research Award of The Arc of the United States, the Distinguished Service Award of the Association of University Centers on Disability and the University of Minnesota's Outstanding Community Service Award.

#### **Gerri Lamb, PhD**

Dr. Gerri Lamb is an Associate Professor at Arizona State University in Phoenix, Arizona. She holds joint appointments in the College of Nursing and Health Innovation and the Herberger Institute for Design and the Arts where she teaches in the interprofessional graduate programs in Leadership in Healthcare Innovation and Health and Healing Environments. Dr. Lamb is well-known for her leadership and research on care coordination, case management, and transitional care. She has presented many papers and published extensively on processes and outcomes of

care across service settings. Her funded research has focused on hospital care coordination and adverse outcomes associated with transfers between hospitals and post-acute and long-term care settings. She is a member of the research team that developed and tested the INTERACT program for reducing hospital transfers of nursing home residents. Her most recent grant work funded by the Josiah Macy Jr Foundation is focused on interprofessional education and practice in primary care. Dr. Lamb has chaired and/or participated in a number of national quality and safety initiatives. She co-chaired both of the National Quality Forum's Steering Committees on Care Coordination. She also co-chaired the American Academy of Nursing's Expert Panel on Quality and currently represents the Academy on the board of the Nursing Alliance for Quality Care. She serves as a member of the Physician Consortium on Performance Improvement's Measurement Advisory Committee and the American Board of Internal Medicine's Product Oversight Committee.

### **Marc L. Leib, MD, JD**

In his position Dr. Leib's duties include developing medical policies, determining coverage criteria for new procedures, overseeing quality assurance and improvement activities, investigating member and provider complaints, evaluating regulatory requirements, and assuring that the approximately one million AHCCCS members receive appropriate medical services. Dr. Leib practiced anesthesia in Tucson, AZ for approximately two decades and was very active in the medical community, serving as president of both the Arizona Society of Anesthesiologists and the Arizona Medical Association. He later attended law school and subsequently practiced health care law at a large firm in Washington, D.C., concentrating on Medicare regulatory affairs and Health Insurance Portability and Accountability Act (HIPAA) issues.

### **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).

### **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.

### **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.

### **Ruth Perry, MD**

Ruth E. Perry, M.D. is Executive Director of the Trenton Health Team, a collaborative, community based health improvement organization in Trenton, NJ which is building the infrastructure to become a Safety-net Accountable Care Organization. Prior to this position, she was the Director of Health and Product Stewardship for the Rohm and Haas Company. She began her career as Attending Physician, Department of Emergency Medicine, Albert Einstein Medical Center in Philadelphia and Associate Professor of Medicine at Temple University Hospital. Dr. Perry received a BA in Biology from Swarthmore College, and a MD degree from Temple University School of Medicine. She is board certified in Internal 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.

### **Harold A. Pincus, MD**

Harold Alan Pincus, MD is Professor and Vice Chair of the Department of Psychiatry at Columbia University's College of Physicians and Surgeons, Director of Quality and Outcomes Research at New York Presbyterian Hospital and Co-Director of Columbia's Irving Institute for Clinical and Translational Research. Dr. Pincus also serves as a Senior Scientist at the RAND Corporation. Previously he was Director of the RAND-University of Pittsburgh Health Institute and Executive Vice Chairman of the Department of Psychiatry at the University of Pittsburgh. He is the National Director of the Health and Aging Policy Fellows Program (funded by Atlantic Philanthropies), and directed the Robert Wood Johnson Foundation's National Program on Depression in Primary Care and the John A. Hartford Foundation's national program on Building Interdisciplinary Geriatric Research Centers. Dr. Pincus was also the Deputy Medical Director of the American Psychiatric Association and the founding director of APA's Office of Research and Special Assistant to the Director of the NIMH and also served on White House and Congressional staffs. Dr. Pincus was Vice Chair of the Task Force on Diagnostic and Statistical Manual, Fourth Edition (DSM IV) and has been appointed to the editorial boards of ten major scientific journals. He has edited or co-authored 23 books and over 300 scientific publications on health services research, science policy,



research career development and the diagnosis and treatment of mental disorders. Among other projects, he is currently leading the national evaluation of mental health services for veterans and the redesign of primary care/ behavioral health relationships in New Orleans. He has also been a consultant to federal agencies and private organizations, including the U.S. Secret Service, Institute of Medicine, John T. and Catherine D. MacArthur Foundation and served on multiple national and international committees. He is a member of the Scientific Council of the National Alliance for the Mentally Ill and chairs the NIH/NCRR Evaluation Key Function Committee for Clinical and Translational Science Awards and the WHO/ICD 11 Technical Advisory Group on Quality and Patient Safety. For over 22 years he worked one night a week treating the severely mentally ill at a community clinic.

#### **Susan Reinhard, RN, PhD, FAAN**

Susan C. Reinhard is a Senior Vice President at AARP, directing its Public Policy Institute, the focal point of public policy research and analysis at the federal, state and international levels. She also serves as the Chief Strategist for the Center to Champion Nursing in America at AARP, a national resource and technical assistance center created to ensure that America has the nurses it needs to care for all of us now and in the future. Dr. Reinhard is a nationally recognized expert in nursing and health policy, with extensive experience in translating research to promote policy change. Before coming to AARP, Dr. Reinhard served as a Professor and Co-Director of Rutgers Center for State Health Policy where she directed several national initiatives to work with states to help people with disabilities of all ages live in their homes and communities. In previous work, she served three governors as Deputy Commissioner of the New Jersey Department of Health and Senior Services, where she led the development of health policies and nationally recognized programs for family caregiving, consumer choice and control in health and supportive care, assisted living and other community-based care options, quality improvement, state pharmacy assistance, and medication safety. She also co-founded the Institute for the Future of Aging Services in Washington, DC and served as its Executive Director of the Center for Medicare Education. Dr. Reinhard is a former faculty member at the Rutgers College of Nursing and is a fellow in the American Academy of Nursing. She holds a master's degree in nursing from the University of Cincinnati, and a PhD in Sociology from Rutgers, The State University of New Jersey.

#### **Debra Saliba, MD, MPH**

Debra Saliba, MD, MPH, is the Anna & Harry Borun Chair in Geriatrics at the David Geffen School of Medicine at UCLA and is the director of the UCLA/JH Borun Center for Gerontological Research. She is also a geriatrician with the VA GRECC and a Senior Natural Scientist at RAND. Dr. Saliba's research has focused on creating tools and knowledge that can be applied to improving quality of care and quality of life for vulnerable older adults across the care continuum. Her research has addressed the hospitalization of vulnerable older adults, assessment of functional status and co-morbidity, patient safety, quality measurement, pressure ulcers, falls, pain, home accessibility, and the prediction of functional limitation and mortality. Dr. Saliba recently led the national revision of the Minimum Data Set for Nursing Homes (MDS 3.0) for the Centers for Medicare & Medicaid Services and VA HSR&D. In this large multi-state project, Dr. Saliba led a national consortium of researchers and used both qualitative and quantitative methods to improve item reliability, validity and efficiency for this national program. Gains were also seen in

facility staff satisfaction with the MDS assessment. Dr. Saliba's research in quality of care and vulnerable populations has received awards from the Journal of American Medical Directors Association, VA Health Services Research & Development, and the American Geriatrics Society. She is a member of the Board of Directors of the California Association of Long Term Care Medicine and of the American Geriatrics Society.

#### **Thomas von Sternberg, MD**

Tom von Sternberg, MD, is the associate medical director of Geriatrics, HomeCare and Hospice. He has been practicing as a geriatrician for 27 years. He is also involved in helping to supervise HealthPartners Case and Disease Management Services. Dr. von Sternberg is medical director of clinical care for Post-acute, long term care and assisted living at HealthPartners. He is medical director of HealthPartners Dual Eligible FIDESNP program. He is the co-chair of the American Geriatric Society Quality performance measurement committee. He is a past chair and active member of the State of Minnesota Health Services Advisory council. Dr. von Sternberg participates on the Joint Commission's Technical Advisory Council for long term care. He also has an appointment of associate clinical faculty at the University of Minnesota Department of Family Medicine and Community Health.

#### **Gail Stuart, PhD, RN**

Dr. Gail Stuart is dean and a tenured Distinguished University Professor in the College of Nursing and a professor in the College of Medicine in the Department of Psychiatry and Behavioral Sciences at the Medical University of South Carolina. She has been at MUSC since 1985 and has served as Dean of the College of Nursing since 2002. Prior to her appointment as Dean, she was the director of Doctoral Studies and coordinator of the Psychiatric-Mental Health Nursing Graduate Program in the College of Nursing. She was also the Associate Director of the Center for Health Care Research at MUSC and the administrator and Chief Executive Officer of the Institute of Psychiatry at the Medical University where she was responsible for all clinical, fiscal, and human operations across the continuum of psychiatric care. She received her Bachelor of Science degree in nursing from Georgetown University, her Master of Science degree in psychiatric nursing from the University of Maryland, and her doctorate in behavioral sciences from Johns Hopkins University, School of Hygiene and Public Health. Dr. Stuart has taught in undergraduate, graduate, and doctoral programs in nursing. She serves on numerous academic, corporate, and government boards and represents nursing on a variety of National Institute of Mental Health policy and research panels, currently serving on the NINR Advisory Council. She is a prolific writer and has published numerous articles, chapters, textbooks, and media productions. Most notable among these is her textbook, *Principles and Practice of Psychiatric Nursing*, now in its 10<sup>th</sup> edition, which has been honored with four Book of the Year Awards from the *American Journal of Nursing* and has been translated into 5 languages. She has received many awards, including the American Nurses Association Distinguished Contribution to Psychiatric Nursing Award, the Psychiatric Nurse of the Year Award from the American Psychiatric Nurses Association, and the Hildegard Peplau Award from the American Nurses Association.

#### **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.

#### **Eric B. Whitacre, MD, FACS**

Eric B Whitacre, MD, FACS is Director of the Breast Center of Southern Arizona. He is a board certified breast surgeon with hospital appointments at Tucson Surgery Center, Tucson Medical Center, and Carondelet St. Joseph. He is past president of the American Society of Breast Surgeons, and a member of the Coding in Reimbursement Committee of the American College of Surgeons. He earned his MD at Cornell University Medical College and completed his general surgery training at The New York Hospital at Cornell Medical Center. Dr. Whitacre is also the Medical Director for Breast Care, Well Woman HealthCheck Program for the Arizona State Department of Health Services.