

# MAP HEALTH INSURANCE EXCHANGE-QUALITY RATING SYSTEM TASK FORCE BIOS

## CHAIR (VOTING)

### Elizabeth Mitchell

Elizabeth Mitchell serves as President and CEO of the Network for Regional Healthcare Improvement, a national network of multi-stakeholder Regional Health Improvement Collaboratives with over 30 members across the US. Prior to this, Elizabeth was the CEO of the Maine Health Management Coalition, an employer-led, multi-stakeholder coalition working to improve the value of healthcare services. Elizabeth also served as the CEO of the Maine Health Management Coalition Foundation leading its performance measurement and public reporting program and engaging the public in the use of cost and quality information. While at the Coalition, she led many multi-stakeholder payment reform and healthcare system redesign efforts, established the MHMC Data and Analytics program with a multi-payer claims database and was the nation's 4th designee in CMS' Qualified Entity Certification Program. Elizabeth was integral to the development of Maine's successful State Innovation Model grant in which MHMC was named as the State's 'Implementation Partner'. Elizabeth serves on the Board of the National Quality Forum and on the Coordinating Committee of NQF's Measure Application Partnership. She served for several years on the Board of the National Business Coalition on Health and Chair of its Government Affairs Committee and as Vice-Chair and Chair of the Board of the Network for Regional Healthcare Improvement. Elizabeth is past-chair of Maine's Chartered Value Exchange, a convener of Maine's Aligning Forces for Quality Alliance, and served on the Advisory Council of the Maine Quality Forum. Prior to being appointed CEO of the Maine Health Management Coalition, Elizabeth worked for MaineHealth, Maine's largest integrated health system where she worked with employers and led several transparency and quality improvement efforts. She served two terms representing Portland in the Maine State Legislature, and chaired the Health and Human Services Committee. Elizabeth has held posts at the National Academy for State Health Policy, and London's Nuffield Trust. Elizabeth was selected for an Atlantic Fellowship in Public Policy by the Commonwealth Fund and the British Council. While in the UK, she completed the International Health Leadership Program at Cambridge University's Judge School of Management, while pursuing graduate studies at the London School of Economics. Elizabeth lives in Portland, Maine with her husband and four children.

## ORGANIZATIONAL MEMBERS (VOTING)

### ACADEMY OF MANAGED CARE

#### Marissa Schlaifer, RPh, MS

Marissa Schlaifer joined CVS Caremark as Head of Policy in April 2013. Based out of the CVS Caremark Washington, D.C., office, Marissa leads the team responsible for creating policy positions that help shape the laws and regulations impacting CVS Caremark business, and she also serves as a key contact with federal agencies. Marissa brings deep experience with policy analysis and issue advocacy, having

spent ten years as Director of Pharmacy and Regulatory Affairs at the Academy of Managed Care Pharmacy (AMCP). Marissa was involved in providing input to the Centers for Medicare & Medicaid Services (CMS) on the development and implementation of the Medicare prescription drug benefit and aspects of the Affordable Care Act. In addition, she served on various Part D Medication Measures technical expert panels (TEPs), providing input on the development of quality measures, served on the Department of Defense Uniform Formulary Beneficiary Advisory Panel, and represents AMCP in many capacities within the Pharmacy Quality Alliance (PQA), formerly as a staff member and currently as a member. Marissa currently serves on the National Quality Forum Measure Application Partnership (MAP) representing the Academy of Managed Care Pharmacy. Marissa brings experience in both the managed care pharmacy and community pharmacy segments of the profession as well as leadership experience in several pharmacy organizations. Prior to joining AMCP, Marissa was Healthy Outcomes Director at H-E-B Grocery Company, where she was responsible for disease management and health improvement programs, immunization programs and new business opportunities. Previously, Marissa worked for PacifiCare of Texas and Prescription Solutions as a clinical pharmacist, and for Eckerd Drug Company as pharmacy manager and a regional manager for managed care sales. She received her B.S. in Pharmacy and M.S. in Pharmacy Administration from The University of Texas at Austin College of Pharmacy. Marissa has been active in leadership positions within AMCP, the American Pharmacists Association and the Texas Pharmacy Association.

#### THE ADVANCED MEDICAL TECHNOLOGY ASSOCIATION

##### Steve Brotman, MD, JD

Steven J. Brotman, MD, JD is Senior Vice President, Payment and Policy, for the Advanced Medical Technology Association (AdvaMed). Dr. Brotman leads AdvaMed's health care quality initiatives, working closely with member companies on key policy issues. Dr. Brotman is a Board Certified Pathologist. Dr. Brotman received his M.D. from The Mount Sinai School of Medicine in New York City, where he also completed a residency in Pathology, after performing an internship in General Surgery. He had additional clinical and research fellowship training at the Johns Hopkins Hospital in the field of immuno-pathology, with in-depth training in immuno-dermatology and hematopathology. Additionally, Dr. Brotman earned a J.D. from the University Of Maryland School of Law and was a Federal Judicial Intern working under the Honorable Paul Grimm at the United States Federal Court in Baltimore, MD. Subsequently, he joined Morgan, Lewis, and Bockius, L.L.P. in Washington, D.C. as an associate in the FDA Regulatory/Healthcare group, where he worked with various domestic and international companies on pharmaceutical/device lifecycle, regulatory and healthcare issues. He most recently was a Senior Regulatory and Research Attorney at Wyeth Pharmaceuticals (now Pfizer) specializing in complex safety, drug development, clinical trial and compliance issues. Dr. Brotman has authored several peer-reviewed scientific publications and made numerous presentations to the scientific, pharmaceutical and legal communities. He is on the editorial board of Maryland Medicine, the Maryland Medical Society Journal and developed and taught the Seminar Series on Scientific Evidence at the University Of Maryland School of Law.

## AETNA

### Andrew Baskin, MD

Dr. Andrew Baskin currently serves as Aetna's National Medical Director for Quality and Provider Performance Measurement, reporting directly to the Chief Medical Officer. He is responsible for initiatives to measure and improve quality of care, establish programs which create incentives for more effective and efficient care, measurement implementation and public reporting, health plan accreditation including the collection and reporting for HEDIS and CAHPS, participate in multi-stakeholder efforts to aggregate data to increase the integrity of results, establish performance based networks, and represent Aetna on various committees and workgroups with external organizations. He is a member of the NCQA Committee on Performance Measurement, URAC's Board of Directors, the NQF National Priorities Partnership for Population Health, and the NQF Consensus Standards Advisory Committee (term beginning in July, 2011). Prior to this role, he has served in various medical director roles at Aetna, gaining experience and expertise in clinical and coverage policy development, benefit and plan design, establishing coding and reimbursement policy, disease management program operations, and provider relations. Prior to joining Aetna over 12 years ago, Dr. Baskin practiced as a primary care internal medicine physician in the Philadelphia suburbs.

## AMERICA'S ESSENTIAL HOSPITALS

### David Engler, MD

Biography not currently available.

## AMERICA'S HEALTH INSURANCE PLANS

### Aparna Higgins, MA

Ms. Higgins is Senior Vice President, Private Market Innovations at America's Health Insurance Plans (AHIP), where she is focused on a number of key initiatives including performance measurement, innovative payment models and delivery system reform. She led AHIP Foundation's efforts to pilot-test a data aggregation methodology, a component of the High-Value Health Care project funded by the Robert Wood Johnson Foundation, for individual physician performance measurement across regions and health plans. She is a healthcare economist with expertise and experience in study design and economic modeling and has directed a number of research and analytic projects employing multi-disciplinary teams. She serves on a number of expert panels on performance measurement. Prior to AHIP, she was at Booz Allen Hamilton where she led a team of health services researchers focused on studies related to electronic health record (EHR) adoption, quality measurement, and value-based purchasing. She was the principal investigator for two research studies on physician adoption of EHRs and evaluation design of the business case for Health Information Technology (HIT) in Long-Term Care for the Department of Health and Human Services (HHS) Assistant Secretary for Planning and Evaluation (ASPE). She played a key leadership role in assisting the Centers for Medicare and Medicaid Services (CMS) with the design of a Medicare Hospital Value-based purchasing (VBP) program and was closely involved in developing the hospital VBP report to Congress.

#### AMERICAN ASSOCIATION OF RETIRED PERSONS

##### Joyce Dubow, MUP

Joyce Dubow, who had been at AARP for 22 years, is a Principal for health policy and strategy in AARP's Office of the Executive vice-president for Policy and Strategy. She has responsibility for a portfolio related to AARP's health care reform initiatives with a special focus on health care quality, HIT, and consumer decision making, as well as private health plans in the Medicare program. Her multi-faceted professional career in health care spans diverse experiences in health plan leadership, government service, public policy, and consumer advocacy. Dubow serves on several external multi-stakeholder groups that focus on improving the quality and delivery of health care services. She is a member of the board of the National Quality Forum (NQF) and was recently co-chair of the NQF Patient-reported Outcomes Expert Panel. She is a member of: the Coordinating Committee of the Measure Application Partnership; the National Committee for Quality Assurance's Committee on Physician Programs and its Measurement Panel on Geriatrics; and the National Advisory Committee for Aligning Forces for Quality of the Robert Wood Johnson Foundation. Previously, Ms. Dubow was the executive vice-president of the Georgetown University Community Health Plan, a university-sponsored prepaid group practice plan. She was also the Director of Policy and Legislation in the federal Office of Health Maintenance Organizations. Ms. Dubow holds a B.A. in Political Science from the University of Michigan and a Masters in Urban Planning from Hunter College of the University of the City of New York.

#### AMERICAN BOARD OF MEDICAL SPECIALTIES

##### Lois Nora, MD, JD, MBA

As Chief Health Care Officer, Joanne M. Conroy, M.D., focuses on the interface between the health care delivery system and academic medicine, paying particular attention to how health care in academic settings can address quality-of-care and patient-centered care issues. Dr. Conroy represents the interests of approximately 400 major teaching hospitals and health systems, including 64 Veterans Affairs medical centers, through the AAMC Council of Teaching Hospitals and Health Systems in addition to overseeing the Group on Faculty Practice, Group on Resident Affairs, Chief Medical Officers Group, and the Compliance Officers Forum. Dr. Conroy started her career in Charleston SC as Chair of Anesthesia and Perioperative Medicine, VPMA of the University Hospital and Senior Associate Dean of the College of Medicine at MUSC. From 2001-2008 she served as Executive Vice President of Atlantic Health System, Chief Operating Officer and President of Morristown Memorial Hospital in Morristown, New Jersey. In those roles, Dr. Conroy gained an understanding of health system operations, hospital-physician relationships, and collaborative partnerships among the various elements of academic health systems. Dr. Conroy earned her B.A. degree in chemistry from Dartmouth College, and was awarded her M.D. degree from the Medical University of South Carolina.

#### AMERICAN MEDICAL GROUP ASSOCIATION

##### Samuel Lin, MD, PhD, MBA, MPA, MS

Samuel Lin received his MD and PhD from the Oregon Health Sciences University and is a member of the Alpha Omega Alpha Medical Honor Society. His other degrees include a BS (Seattle Pacific University),

MS (Oregon State), MPA (Troy State University) and MBA (Johns Hopkins University). He began his professional career as a US Public Health Service (PHS) Commissioned Officer in the US Department of Health and Human Services (DHHS) and received exceptional capability promotions to the ranks of Captain and to Rear Admiral. From his first assignment as a General Medical Officer and Clinical Director in the US Indian Health Service (IHS), he next headed the IHS Physician Branch. Later, he headed the Office for Europe, DHHS Office of International Health and served as the US Executive Secretary for Joint US Health Commissions with the former USSR, Poland and former Yugoslavia. He was appointed DHHS Deputy Assistant Secretary for Health from 1981 to 1992. During this time, he also served as Acting Director of the National Center for Health Services Research (now Agency for Healthcare Research and Quality), as Acting Director of the Office of Minority Health and as Chair of the Special Committee to Investigate the FDA's Center for Veterinary Medicine. He also served on various policy committees of DHHS UnderSecretaries and FDA Commissioners and as an ex-officio member of a number of NIH Advisory Councils. From 1992 until 1994, he served as Acting DHHS Deputy Assistant Secretary for Minority Health and then as Senior Advisor to the DHHS Deputy Assistant Secretary for International Health focusing on Asian-Pacific Rim and US-Mexico Border health issues. While in Federal service, he co-founded several organizations (the Asian Pacific Islanders American Health Forum, the Association of Asian Pacific Community Health Organizations and the Asian Pacific Nurses Association). He has served, or currently serves, on Boards of VetsFirst, United Spinal Association, Daiichi Sankyo, Inc., Military Officers Association of America, National Capital Area Epilepsy Foundation, China Foundation, Inc., Hepatitis Foundation International, Rock-Asia Capital Group, Ltd., Omega Systems Group, Inc., National Military Family Association, as Commissioner and Vice Chair of the Maryland Health Services Cost Review Commission and as Commissioner and Chair of the Maryland Community Health Resources Commission. He serves as the American Medical Group Association's Alternate Delegate to the American Medical Association (AMA). He has been recognized with the Veterans of Foreign Wars' Commander-in-Chief Gold Medal of Merit, institution of the US Public Health Service Samuel Lin Award, Seattle Pacific University's 2008 Alumnus of Year, AMA Foundation's 2008 Excellence in Medicine Leadership Award, Oregon Health & Sciences University 2009 Alumni Award for Medical Leadership. After leaving Federal service, he joined the then-Upjohn Company as Executive Director for Federal Medical Affairs. He established new business relationships and marketing opportunities in diverse arenas including the healthcare of military beneficiaries. He subsequently established The Lin Group, LLC and then Humetrics, Inc., a service disabled, veteran owned small business, and serves as a proprietary consultant or project director for domestic and global healthcare ventures in areas such as health care management and administration, biomedical research and development, biomedical technology and transfer, pharmaceutical and device approvals, health information technology, health management and administration, health facility financing and construction, health systems-medical home and accountable care organizations, alternative and complementary medicine and applied technologies in counter-bioterrorism and homeland security.

**CENTER FOR PATIENT PARTNERSHIPS**

## Rachel Grob, PhD

Rachel Grob, PhD, MA, is currently Director of National Initiatives and Scholar in Residence at the Center for Patient Partnerships (CPP), University of Wisconsin-Madison. Rachel's work at the CPP is focused on enhancing the capacity of patients to influence state and federal health policy, and on understanding and improving responsiveness of the health care system to consumers' experiences. She is also leading an array of research and field-building initiatives. Prior to joining the CPP in 2011, Rachel was Associate Dean of Graduate Studies, Director of the Child Development Institute, and Health Advocacy Program faculty member at Sarah Lawrence College. She is also an investigator in health policy research, Robert Wood Johnson Foundation, 2006-2011. Her publications include articles and book chapters on advocacy and parental/patient perspectives on clinical issues, and her co-edited volume titled *Patients as Policy Actors* was published in 2011 by Rutgers University Press. She holds degrees from Wesleyan University (B.A.), Sarah Lawrence College (M.A. in Health Advocacy), and City University of New York Graduate Center (Doctorate in sociology).

## CIGNA

### David Ferriss, MD, MPH

David Ferriss is Cigna HealthCare's National Medical Director for Network Clinical Performance Evaluation. As the Medical Director focused on the measurement of hospital and physician performance, Dr. Ferriss provides physician leadership to the development of improved methods of measuring quality and cost-efficiency in its hospital and physician networks. Dr. Ferriss has over thirty years of experience as a practicing physician and medical executive. During his eighteen-year tenure with Cigna, Dr. Ferriss has served as Medical Director for Cigna HealthCare of Colorado, Associate National Medical Director for Cigna HealthCare, as the Specialty Medical Director responsible for Cigna's disease management, transplant management, and health facilitation programs, as a National Accounts Sales Medical Executive, as Medical Officer for Clinical Program Development and as Medical Executive for Lifestyle Medicine. He has also held medical leadership positions with Prudential Healthcare and Quorum Health Resources, a hospital management and consulting company. Dr. Ferriss received his medical degree from Tulane Medical School and completed residency training in family practice at the University of Mississippi and in preventive medicine at UCLA where he received a Master of Public Health degree. He also completed a postdoctoral fellowship in health services research at The Bloomberg School of Public Health of The Johns Hopkins University. He is board-certified in preventive medicine.

## CONSUMERS' CHECKBOOK

### Robert Krughoff, JD

Robert M. Krughoff is founder and president of Center for the Study of Services/Consumers' CHECKBOOK (CSS/CHECKBOOK), an independent, nonprofit consumer organization founded in 1974. The organization publishes local versions of Consumers' CHECKBOOK magazine in seven major metropolitan areas (Seattle/Tacoma, Boston, Chicago, Minneapolis/St. Paul, Philadelphia, San Francisco/Oakland/San Jose, and Washington, DC). The magazine evaluates local service providers ranging from auto repair

shops to plumbers to various types of health care providers. CHECKBOOK also has nationally distributed publications and websites to help consumers find quality and save money, including: *Guide to Top Doctors*, *Consumers' Guide to Hospitals*, *Guide to Health Plans for Federal Employees*, and [checkbook.org/patientcentral](http://checkbook.org/patientcentral) (which has patient experience ratings of individual physicians). Krughoff also has a role in the work CSS/CHECKBOOK does in survey design, implementation, analysis, and reporting for large-scale surveys in the health care field, including CAHPS surveys of members about health plans and of patients about physicians. Before founding CSS/CHECKBOOK, Krughoff served in the U. S. Department of Health, Education, and Welfare as Director of the Office of Research and Evaluation Planning and as Special Assistant to the Assistant Secretary for Planning and Evaluation. Krughoff is a graduate of Amherst College and the University of Chicago Law School, where he was an associate editor of the *Law Review*.

#### **HUMANA, INC.**

##### **George Andrews, MD, MBA, CPE, FACP**

George A. Andrews, MD, MBA, CPE, FACP, serves as Humana's Corporate Chief of Quality. He oversees Clinical Quality strategy development, Quality Improvement Activities and Patient Safety initiatives. He works closely with the National Network Operations to engage the provider community and enhance provider collaboration with Humana's clinical programs that would lead to improvements in member health outcomes and well-being. Andrews, a former Fulbright scholar, is a diplomat with the National Board of Medical Examiners. He is board certified in the areas of internal medicine and cardiovascular disease and is a fellow of the American College of Physicians, American College of Cardiology and the American College of Chest Physicians. He also is a certified physician executive of the American College of Physician Executives. Before joining Humana in 2008 as the Mid-South Region's Chief Medical Officer, Andrews served as the SVP/Chief Medical Officer at Cariten Healthcare, a Covenant Health Affiliate for 5 years. Prior to that Andrews served as the medical director of health services for CIGNA HealthCare's Florida and North Carolina territories. He began working with CIGNA HealthCare in September 1998. Trained as a cardiologist, Andrews was medical director of cardiology and had a consultative cardiology / internal medicine clinical practice with Coral Springs Cardiology Associates in Coral Springs, Fla., for more than 15 years. Andrews received a master's degree in business administration from the University of South Florida. His medical training includes a cardiology fellowship at Jackson Memorial Hospital at the University Of Miami School Of Medicine in Florida and an internal medicine residency at Columbia Presbyterian Hospital in New York. He earned his doctor of medicine degree from Mount Sinai School of Medicine in New York and completed his undergraduate studies with a magna cum laude bachelor's degree at Columbia University in New York.

#### **IOWA HEALTHCARE COLLABORATIVE**

##### **Lance Roberts, PhD**

Lance L. Roberts, PhD, is the Health Services Analyst for the Iowa Healthcare Collaborative. He is primarily responsible for collaborating with state healthcare stakeholders and national quality/safety measurement and reporting organizations in order to promote and carry out responsible public reporting efforts in Iowa. These efforts culminate in the release of Iowa hospital quality/safety

performance information in the online Iowa Report. He also utilizes his health services research background to produce actionable knowledge for use in various continuous improvement, policy, and research activities conducted by the Iowa Healthcare Collaborative. His educational and professional background include both technology and health services research science. His 14 years of manufacturing experiences included work in production and inventory control, purchasing, master scheduling, capacity management, supervision, and an array of manufacturing/process engineering activities including several years of experience with TPS/Lean methods and philosophy implementation. His healthcare experiences include Six Sigma, Lean, and computer simulation implementation projects within hospitals; teaching undergraduate statistics; public reporting of delivery system performance; and health services research.

#### **MARCH OF DIMES**

##### **Cynthia Pellegrini**

Cynthia Pellegrini is Senior Vice President for Public Policy and Government Affairs at the March of Dimes. In this capacity, Ms. Pellegrini oversees all March of Dimes advocacy efforts at the federal level and in all 50 States, the District of Columbia and Puerto Rico. She also guides the organization's research on maternal and child health policy issues. Key March of Dimes policy priorities include access to health care for all women of childbearing age and children; research into prematurity, birth defects, and other aspects of reproductive and child health and development; prevention and health promotion issues, such as tobacco cessation and nutrition; and issues of concern to the operation of not-for-profit organizations. Ms. Pellegrini is a voting member of the CDC's Advisory Committee on Immunization Practices, which determines the annual child and adult immunization schedules. Prior to joining March of Dimes, Ms. Pellegrini served as Associate Director for Federal Affairs at the American Academy of Pediatrics, where she covered a range of issues including genetics, bioethics, child abuse and neglect, environmental health, nutrition, obesity, and injury and violence. In this capacity, Ms. Pellegrini worked with AAP leadership to develop and execute strategies to advance AAP priorities through both Congress and the Administration. Ms. Pellegrini worked on Capitol Hill for over eleven years. From 1996 to 2004, she served as Chief of Staff and health aide to Rep. Louise Slaughter (NY). Her tenure on Capitol Hill also included stints with Reps. Gerald Kleczka (WI) and Jay Inslee (WA). She has published on trends in federal public health and preparedness spending and served on the National Commission on Children and Disasters' Pediatric Medical Care Subcommittee. Ms. Pellegrini has an extensive background in public policy issues as well as politics and administration.

#### **MEMPHIS BUSINESS GROUP ON HEALTH**

##### **Christie Upshaw Travis, MSHA**

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

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

#### **NATIONAL BUSINESS COALITION ON HEALTH**

##### **Colleen Bruce, JD**

Colleen Bruce, Director of Value-Based Purchasing and Public Policy, is responsible for leading the development of the organization's strategic focus and integration of Value-Based Purchasing (VBP) and policy. Ms. Bruce serves as a staff liaison to the Direct Contracting and Government Affairs committees and is responsible for content for NBCH's purchasing and public policy-related newsletters and website resources. A major focus of Ms. Bruce's work is helping coalitions and their employer members understand the Affordable Care Act's implications for employer-sponsored health care, including financial implications imposed by requirements in the Act, and policy-related decisions employers are facing as implementation moves forward. Previously Ms. Bruce served as Special Assistant to the Deputy Administrator and Director, Center for Strategic Planning for the Centers for Medicare and Medicaid Services (CMS) within the federal Department of Health and Human Services. She was lead drafter and regulation coordinator for the Accountable Care Act for the section on Availability of Medicare Data for Performance Measurement. Prior to this, she was a Health Insurance Specialist at the Centers for Medicare and Medicaid Services (CMS), Center for Medicare Management. Ms. Bruce was also selected to participate in the HHS Emerging Leaders Program, a competitive, two-year, paid, federal internship within HHS. In this program Colleen served in roles in the Office of General Counsel, CMS, and Office of the HHS Secretary. Ms. Bruce graduated from the William Mitchell College of Law and also earned a BA from Gettysburg College.

#### **NATIONAL PARTNERSHIP FOR WOMEN AND FAMILIES**

##### **Emma Kopleff, MPH**

Biography not currently available.

#### SNP ALLIANCE

Chandra Torgerson, MS, RN, BSN

Biography not currently available.

#### THE BROOKINGS INSTITUTE

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.

#### INDIVIDUAL SUBJECT MATTER EXPERT MEMBERS (VOTING)

#### CHILD HEALTH HEALTH IT

Richard Antonelli, MD, MS

Rich is the Medical Director of Integrated Care and of Physician Relations and Outreach for Boston Children's Hospital. He is on the faculty of Harvard Medical School in the Department of Pediatrics.

Between 1987 and 2005, he was in full time, community-based general pediatrics, founding Nashaway Pediatrics in Sterling, MA. Since 1987, his clinical work has focused on providing comprehensive, family-centered care for all children, youth, and young adults, but especially for those with special health care needs. He is a member of the Project Advisory Committee of the National Center for Medical Home Implementation at the American Academy of Pediatrics. He has published data about the outcome efficacy and cost of care coordination services for children and youth with special health care needs and their families in primary care settings. Rich has also published work defining mechanisms for integration and coordination of care across systems including the development of strategies and interventions to improve collaborative efforts between families, primary care providers, and subspecialists. He has served on the Steering Committee for Care Coordination at the National Quality Forum and as an advisor to the Patient-Centered Medical Home measurement tool work group at the National Committee for Quality Assurance (NCQA). In conjunction with researchers and policy representatives from internal medicine and family medicine, he represented the Academic Pediatrics Association in the national initiative Establishing a Policy Relevant Research Agenda for the Patient-Centered Medical Home: A Multi-Disciplinary Approach. He co-authored Making Care Coordination a Critical Component of the Pediatric Health System: A Multidisciplinary Framework, supported by The Commonwealth Fund. He has been appointed to the Measure Applications Partnership at the National Quality Forum since its inception. He has provided consultation on care coordination and integration methodologies and measures to multiple states, to US federal agencies, and to some international stakeholders. He is currently funded by the Lucile Packard Foundation for Children's Health to develop a family-reported measure of care integration. Since care coordination is so central to the effective transformation of the American health care system, Antonelli's work has been used for both adult and pediatric health care delivery systems. He has general pediatrics clinical responsibilities in the Primary Care Clinic setting at Boston Children's Hospital where he teaches residents, students, and fellows. He still is the primary care provider for several patients who have been with him since he first completed his residency!

#### HEALTH IT

#### 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.

## MEASURE METHODOLOGIST

### 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.

## MEDICAID ACO

### Ruth Perry, MD

Ruth E. Perry, MD, 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.

## NURSING

### Gail Stuart, PhD, RN

Gail Stuart, PhD, RN, 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 10th 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.

## FEDERAL GOVERNMENT MEMBERS (NON-VOTING, EX OFFICIO)

### CENTERS FOR MEDICARE & MEDICAID SERVICES (CMS)

**Deborah Greene, MPH**

Biography not currently available.

### HEALTH RESOURCES AND SERVICES ADMINISTRATION (HRSA)

**Terry Adirim, MD, MPH**

Terry Adirim is a Special Consultant, Maternal and Child Health in the Maternal and Child Health Bureau of the Health Resources and Services Administration (HRSA) in the U.S. Department of Health and Human Services. Previously she was Director of HRSA's Office of Special Health Affairs. Prior to coming to HRSA, she worked in various capacities in the Office of Health Affairs at the Department of Homeland Security (DHS), including serving as the Associate Chief Medical Officer for Medical Readiness and Senior Advisor to the Assistant Secretary for Science and Public Health. She began her government service as an American Association for the Advancement of Science (AAAS) Policy Fellow in 2006 to 2007. From 2004 to 2006, Dr. Adirim was associate professor of Emergency Medicine and Pediatrics at Drexel University College of Medicine and director of Emergency Medicine at St. Christopher's Hospital for Children in Philadelphia Pennsylvania. 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 in Washington, DC. While in academic clinical medicine, she was awarded over 3 million dollars in grant funding from the CDC and MCHB/HRSA to support her research and project work and has over 70 publications. Dr. Adirim received her B.A. degree from Brandeis University, her medical degree with research distinction from the University of Miami, School of Medicine, and her master's degree in public health from the Harvard School of Public Health. She completed pediatric residency training at the Children's Hospital of Philadelphia, fellowship training in pediatric emergency medicine at Children's National Medical Center in Washington, DC and primary

care sports medicine at the Uniformed Services University of the Health Sciences in the Washington, DC area.

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

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

George Isham, M.D., M.S. is the chief health officer for HealthPartners. He is responsible for the improvement of health and quality of care as well as HealthPartners' research and education programs. Dr. Isham currently chairs the Institute of Medicine (IOM) Roundtable on Health Literacy. He also chaired the IOM Committees on *Identifying Priority Areas for Quality Improvement* and *The State of the USA Health Indicators*. He has served as a member of the IOM committee on *The Future of the Public's Health* and the subcommittees on the Environment for Committee on Quality in Health Care which authored the reports *To Err is Human* and *Crossing the Quality Chasm*. He has served on the subcommittee on performance measures for the committee charged with redesigning health insurance benefits, payment and performance improvement programs for Medicare and was a member of the IOM Board on Population Health and Public Health Policy. Dr. Isham was founding co-chair of and is currently a member of the National Committee on Quality Assurance's committee on performance measurement which oversees the Health Employer Data Information Set (HEDIS) and currently co-chairs the National Quality Forum's advisory committee on prioritization of quality measures for Medicare. Before his current position, he was medical director of MedCenters health Plan in Minneapolis and in the late 1980s he was executive director of University Health Care, an organization affiliated with the University of Wisconsin-Madison.

##### Elizabeth A. McGlynn, PhD, MPP

Elizabeth A. McGlynn, PhD, is the Director of Kaiser Permanente's Center for Effectiveness and Safety Research (CESR). She is responsible for the strategic direction and scientific oversight of CESR, a virtual center designed to improve the health and well-being of Kaiser's 9 million members and the public by conducting comparative effectiveness and safety research and implementing findings in policy and practice. Dr. McGlynn is an internationally known expert on methods for evaluating the appropriateness, quality and efficiency of health care delivery. She has conducted research in the U.S. and in other countries. Dr. McGlynn has also led major initiatives to evaluate health reform options under consideration at the federal and state levels. Dr. McGlynn is a member of the Institute of Medicine. She serves as the Secretary and Treasurer of the American Board of Internal Medicine Foundation Board of Trustees. She is on the Board of AcademyHealth and the Institute of Medicine Board of Health Care Services. She chairs the Scientific Advisory Group for the Institute for Healthcare Improvement. She co-chairs the Coordinating Committee for the National Quality Forum's Measures Application Partnership. She serves on the editorial boards for *Health Services Research* and *The Milbank Quarterly* and is a regular reviewer for many leading journals. Dr. McGlynn received her B.A. in international political economy from The Colorado College, her MPP from the University of Michigan's

Gerald R. Ford School of Public Policy, and her Ph.D. in public policy analysis from the Pardee RAND Graduate School.

## NATIONAL QUALITY FORUM STAFF

### Thomas B. Valuck, MD, JD, MHSA

Thomas B. Valuck, MD, JD, is Senior Vice President, Strategic Partnerships, at the National Quality Forum (NQF). Dr. Valuck oversees NQF-convened partnerships—the Measure Applications Partnership (MAP) and the National Priorities Partnership (NPP)—as well as NQF’s engagement with states and regional community alliances. These NQF initiatives aim to improve health and healthcare through use of performance information for public reporting, payment incentives, accreditation and certification, and systems improvement. Dr. Valuck comes to NQF from the Centers for Medicare & Medicaid Services (CMS), where he advised senior agency and Department of Health and Human Services leadership regarding Medicare payment and quality of care, particularly value-based purchasing. While at CMS, Dr. Valuck was recognized for his leadership in advancing Medicare’s pay-for-performance initiatives, receiving both the 2009 Administrator’s Citation and the 2007 Administrator’s Achievement Awards. Before joining CMS, Dr. Valuck was the vice president of medical affairs at the University of Kansas Medical Center, where he managed quality improvement, utilization review, risk management, and physician relations. Before that he served on the Senate Health, Education, Labor, and Pensions Committee as a Robert Wood Johnson Health Policy Fellow; the White House Council of Economic Advisers, where he researched and analyzed public and private healthcare financing issues; and at the law firm of Latham & Watkins as an associate, where he practiced regulatory health law. Dr. Valuck has degrees in biological science and medicine from the University of Missouri-Kansas City, a master’s degree in health services administration from the University of Kansas, and a law degree from the Georgetown University Law School.

### Aisha Pittman, MPH

Aisha T. Pittman, MPH, is a Senior Director, Strategic Partnerships, at the National Quality Forum (NQF). Miss Pittman leads the Clinician Workgroup and the Post-Acute Care/Long-Term Care Workgroup of the Measure Applications Partnership (MAP). Additionally, Ms. Pittman led an effort devoted to achieving consensus on a measurement framework for assessing the efficiency of care provided to individuals with multiple chronic conditions. Ms. Pittman comes to NQF from the Maryland Health Care Commission (MHCC) where she was Chief of Health Plan Quality and Performance; responsible for state efforts to monitor commercial health plan quality and address racial and ethnic disparities in health care. Prior to MHCC, Ms. Pittman spent five years at the National Committee for Quality Assurance (NCQA) where she was responsible for developing performance measures and evaluation approaches, with a focus on the geriatric population and Medicare Special Needs Plans. Ms. Pittman has a bachelor of science in Biology, a Bachelor of Arts in Psychology, and a Masters in Public Health all from The George Washington University. Ms. Pittman was recognized with GWU’s School of Public Health and Health Services Excellence in Health Policy Award.

## Megan Duevel Anderson, MS

Megan Duevel Anderson is a Project Analyst at the National Quality Forum (NQF). Ms. Duevel Anderson contributes to the Hospital Workgroup, Dual Eligible Workgroup, Health Insurance Exchanges Task Force, and Data Analytics Team of the Measure Applications Partnership (MAP). Ms. Duevel Anderson comes from the US Army Bavaria Medical Department Command where she was the Joint Commission and Performance Improvement Officer; responsible for accreditation and quality management of US Army outpatient clinics. Her post-graduate fellowship was completed at the Veteran's Administration National Center for Patient Safety Field Office; with research in Patient Safety in Women's Health and Measurement in developing countries. Ms. Duevel Anderson has a Bachelor of Arts from Gustavus Adolphus College in Minnesota and a Master's of Science from The Dartmouth Institute for Health Policy and Clinical Practice Research.

## Y. Alexandra Ogungbemi

Alexandra Ogungbemi is an Administrative Assistant in Strategic Partnerships, at the National Quality Forum (NQF). Ms. Ogungbemi contributes to the Clinician, Dual Eligible Beneficiaries, and Post-Acute Care/Long-Term Care Workgroups, as well as various task forces of the Measure Applications Partnership (MAP). Post-graduation, she spent 2 years managing the Administrative side of Cignet Healthcare, a multi-specialty physician's practice in Southern Maryland, before joining NQF. Ms. Ogungbemi has a Bachelor of Science in Health Services Administration from The Ohio University and has plans to extend her post-graduate education in the field of Health and Family Law.