



Presenter Biographies

Consistent with the IHI's policy, faculty for this conference are expected to disclose at the beginning of their presentation(s), any economic or other personal interests that create, or may be perceived as creating, a conflict related to the material discussed. The intent of this disclosure is not to prevent a speaker with a significant financial or other relationship from making a presentation, but rather to provide listeners with information on which they can make their own judgments.

Unless otherwise noted below, each presenter provided full disclosure information, does not intend to discuss an unapproved/investigative use of a commercial product or device, and has no significant financial relationship(s) to disclose. If unapproved uses of products are discussed, presenters are expected to disclose this to participants.

Mary Ann Abrams, MD, Health Literacy Medical Advisor, Center for Clinical Transformation, Iowa Health System, leads the system-wide health literacy quality initiative that has been recognized for its innovative approaches to patient-centered communication. Dr. Abrams is a leading expert in translational dimensions of health literacy, having led implementation and evaluation of efforts to build system-wide capacity in Teach Back, Ask Me 3, and a reader-friendly consent for surgery and procedures. She has co-authored publications about health literacy strategies for pediatrics, implementing health literacy-related interventions, and collaborating with patients and adult learners. Dr. Abrams co-chairs the American Academy of Pediatrics Health Literacy Project Advisory Committee, and served on the AMA Health Literacy and Patient Safety Work Group. She is Medical Director and Coalition Leader for Reach Out and Read Iowa, which provides new books to children and advice to parents to promote early literacy and school-readiness. She is board-certified in pediatrics and preventive medicine, and has worked at the clinical/public health interface at national, state, and local levels.

Laura Adams, President and CEO, Rhode Island Quality Institute (RIQI), works with leaders of health care stakeholders who are collaborating to transform the health care system in the state. RIQI was the only organization in the nation to win all three of the major ARRA HIT awards. She is the immediate past Chair of the Board of the National eHealth Collaborative, and she chaired the Institute of Medicine Planning Committee for the "Digital Infrastructure for the Learning Health System" initiative in 2010. Ms. Adams is a long-time faculty member of the Institute for Healthcare Improvement. In 2007, she received a Congressional citation for her visionary leadership and contributions to improving the health care system in Rhode Island. She was named "Healthcare Industry Leader" in business by the Providence Business News in 2010. Previously Ms. Adams was Founder, President and CEO of Decision Support Systems, a company specializing in Internet-based health care decision support. Her senior management experience in health care includes Vice President of Patient Services at Parkview Episcopal Medical Center and Assistant Administrator for the Universal Health Services' New Orleans area hospitals.

Patricia Adamski, RN, MS, MBA, Director of Standards Interpretation, The Joint Commission, is responsible for operational oversight for all standards interpretation functions, including the periodic performance review, responding to 50,000 inquiries per year and the post survey process. She serves as faculty for surveyor and other educational programs and is an active member of the Speaker's Bureau.

Ms. Adamski has been a certified nurse surveyor in the hospital program since 2004. She has over 35 years of health care management and nursing experience in the acute care setting and an extensive background in oncology nursing and pain management.

Lee M. Adler, DO, Vice President, Quality and Safety Innovation and Research, Florida Hospital, is also Associate Professor of Internal Medicine at the University of Central Florida College of Medicine. In 2005, he facilitated the enterprise-wide safety vision development and implementation at the hospital. Dr. Adler is an Institute of Healthcare Improvement (IHI) trained Patient Safety Officer, an IHI faculty member, and a Master TeamSTEPPS Trainer. He served as OIG/OEI Lead Physician Advisor to the National Medicare Beneficiary Harm Pilot (2008) and the "Adverse Events in Hospitals National Incidence Among Medicare Beneficiaries" report (2010). Dr. Adler acted as a Peace Corps medical expert advisor regarding their global medical safety and quality systems, receiving an Achievement Award in 2010.

Shikha Anand, MD, MPH, Physician Champion, National Initiative for Children's Healthcare Quality (NICHQ)

James M. Anderson, JD, Past President and Chief Executive Officer, Cincinnati Children's Hospital Medical Center, served in this role for 13 years, during which time he was instrumental in shaping extraordinary growth at the medical center. His appointment as CEO followed 20 years of service to the Cincinnati Children's board of trustees, including four years as chairman. Before joining the medical center, Mr. Anderson was a partner in the general corporate department at Taft, Stettinius & Hollister, and served as president of US operations at Xomox Corporation, a publicly traded manufacturer of specialty process controls. As CEO of Cincinnati Children's, he served on a national advisory commission that helped identify reforms to stabilize and strengthen Medicaid. He has held director or officer positions for numerous corporations and is currently chairman of the board of the Cincinnati Branch of the Federal Reserve Bank of Cleveland.

Thomas Auer, MD, Chief Executive Officer, Bon Secours Virginia Medical Group

Neil J. Baker, MD, Principal, Neil Baker Coaching and Consulting LLC, is a coach for organizational leaders and change agents at all levels, as well as a quality improvement advisor. His workshops on leading and coaching change have been honed within multiple disciplines over his career: as a manager and senior executive, as a psychiatrist, as a quality improvement consultant, as an adult educator, and as a coach. Dr. Baker works with clients to bring forth their own best ways of thinking and acting, to see the opportunities in work challenges, and to act skillfully and decisively towards the best outcomes. He has served as faculty and Improvement Advisor for the Institute for Healthcare Improvement on multiple projects over seven years. Prior to his work as an independent consultant, he served as Medical Director of Clinical Improvement and Education at Group Health Cooperative in Seattle, Washington.

Davis Balestracci, MS, Statistician and Quality Improvement Specialist, Harmony Consulting, LLC, is well known nationally and internationally for his passionate, provocative, challenging, yet humorous and down-to-earth public speaking style. He has won numerous awards for innovative teaching and applications of statistical methods. People also appreciate his awareness of the daily realities of implementing statistical approaches to quality and cultural transformation, including the inherent frustrations of dealing with "those darn humans!" From 2005-2008, Mr. Balestracci was the monthly statistical columnist for Quality Digest. His book *Data Sanity: A Quantum Leap to Unprecedented Results*, integrates statistical methods into an innovative approach to leadership.

Barbara Balik, RN, EdD, Principal, Common Fire Healthcare Consulting, is also Senior Faculty at the Institute of Healthcare Improvement. Her areas of expertise include leadership and systems for a culture of quality and safety, including patient- and family-centered care, patient experience, systems to improve

transitions in care, and transforming care prior to or with optimization of an electronic health record implementation. She works with leaders to develop adaptive systems to excel and innovate in complex organizations, and to ensure sustained improvement and innovation every day. Ms. Balik's publications include the book, *The Heart of Leadership*, and the IHI white paper on "Achieving an Exceptional Patient and Family Experience of Inpatient Hospital Care," among others. Previously, she served in senior leadership roles at Allina Hospitals and Clinics, United Hospital, and Minneapolis Children's Medical Center.

Richard A. Bankowitz, MD, MBA, FACP, Chief Medical Officer, Premier, Inc., works at an enterprise level to engage physicians, provide thought leadership, and ensure that Premier continues to deliver value to its clinician constituency. Previously he served as Vice President and Medical Director for Premier Healthcare Informatics. A board-certified internist and a medical informaticist, Dr. Bankowitz has devoted his career to improving health care quality at the national level by promoting rigorous, data-driven approaches to quality improvement and by engaging senior clinicians and health care leaders. His previous professional experience includes Assistant Professor of Medicine and Medical Informatics at University of Pittsburgh School of Medicine, Medical Director at CareScience, and Corporate Information Architect at University HealthSystem Consortium.

Paul Barach, BSc, MD, MPH, Associate Professor, University of South Florida College of Medicine, is a practicing anesthesiologist, intensive care expert, and health services researcher. He has over 15 years of experience in researching, teaching, and applying human factors and system analysis to understand health care human factors and provider communication and learning. His major research focus is on developing and extending theoretical work in the areas of injury prevention, human factors, patient safety and quality improvement, and architecture with a particular focus on patient transitions, resilience of teams, and assessing the role of human factors in enabling safe patient care. He has published extensively and been integrally involved as a clinician, educator, researcher, and policy maker in enhancing health care improvement and patient safety policy in the US, Europe, and Australia. He co-chaired the Research Council of the Center for Health Design and is a member of the Facilities Guidelines Institute.

Pierre M. Barker, MD, Senior Vice President, Institute for Healthcare Improvement (IHI), is responsible for IHI's expanding portfolio of large-scale health systems improvement initiatives in low and middle income countries. Previously he served as Senior Advisor to IHI's programs in Africa and India, and as Director of IHI's South Africa Projects. Dr. Barker, a pediatrician by training and a South African by birth, is a renowned authority on improving health systems, particularly in the areas of maternal and child health and HIV/AIDS care. Before joining IHI he was Medical Director of University of North Carolina (UNC) Children's Hospital clinics and was responsible for leading health system-wide initiatives on improving access to care and chronic disease management. He advises the World Health Organization on health systems strengthening and redesign of HIV care and infant feeding guidelines.

Kim M. Barnas, MA, System Vice President, ThedaCare, has enjoyed the opportunities provided by ThedaCare's lean journey for the past eight years. She led two of the initial value streams for obstetrics and cancer services. She and her team also led the development of the lean management system, a systematic method for improving performance through a predictable process that identifies defects, solves problems, and develops people. ThedaCare's lean strategy is most recently focused on developing system-wide value streams that will improve value to the customer by improving quality, productivity, and stakeholder engagement across the system. Ms. Barnas is currently leading the first of such value streams, the Oncology Value Stream.

Annette J. Bartley RGN, BA (Hon) MSc, MPH, Programme Director, The Health Foundation's Safer Patient Network, UK, is a registered nurse with over 30 years of health care experience. In 2006 she was

awarded a one-year Health Foundation Quality Improvement Fellowship at the Institute for Healthcare Improvement, during which time she also completed an MPH at Harvard University. Ms. Bartley was faculty lead for the Welsh pilot of Transforming Care at the Bedside (TCAB) and now advises the Welsh Assembly Government as TCAB spreads across Wales. She is a founding member of the Welsh Faculty for Healthcare Improvement and serves as faculty for the IHI TCAB Collaborative, the Wales 1,000 Lives plus Transforming Care programme, the South West Quality and Patient Safety Improvement programme, the National Tissue Viability pressure ulcer prevention pilot programme for Quality Improvement Scotland, and the Kings Fund hospital pathways programme.

Maren Batalden, MD, Hospitalist Physician and Clinical Educator, Cambridge Health Alliance (CHA), attended Harvard Medical School and completed a residency at the Brigham and Women's Hospital in Boston in 2003. She has been involved in undergraduate and graduate medical education throughout her seven-year tenure at CHA. She is an instructor at Harvard Medical School and Associate Program Director for the CHA Internal Medicine Residency Program. For the last year, she also served as the Medical Director for Unit-Based Improvement at Cambridge Hospital, where she has been using clinical microsystems tools to lead improvement on two inpatient medical-surgical units.

Paul B. Batalden, MD, Senior Fellow, Institute for Healthcare Improvement (IHI), is Professor of Pediatrics, Community and Family Medicine and The Dartmouth Institute for Health Policy and Clinical Practice at Dartmouth Medical School. He teaches about the leadership of improvement of health care quality, safety, and value at Dartmouth, IHI, and the Jönköping Academy for the Improvement of Health and Welfare in Sweden. Dr. Batalden was the Founding Chair of the IHI's Board of Directors. In addition, he helped found, create, or develop the Veterans Administration National Quality Scholars program, the IHI Health Professions Educational Collaborative, the General Competencies of the Accreditation Council for Graduate Medical Education, the Center for Leadership and Improvement at Dartmouth, the annual Health Professional Faculty Summer Camp at Dartmouth, the Dartmouth Hitchcock Leadership Preventive Medicine Residency, the SQUIRE publication guidelines, and the National College Health Improvement Program. He currently chairs the International Network for the Improvement Scientist Fellowship Program of The Health Foundation, and is a member of the Institute of Medicine of the National Academy of Sciences. His current interests include the multiple knowledge systems that inform the improvement of health care.

Susan Baxter, PhD, MSc, BSc, Dip HE, Programme Manager, National Tissue Viability Programme, Scotland, is a nurse by background who has held posts in research and effectiveness, academia, and clinical settings. After successfully being awarded a Studentship from the Chief Scientist Office, she gained her Doctorate from the University of Stirling in 2005 for investigating how nurses use information to inform clinical practice. Dr. Baxter is also involved in supervising a number of postgraduate students, and she sits on the editorial board and review teams for a number of international and national journals.

Carol Beasley, MPPM, Director of Strategic Projects, Institute for Healthcare Improvement (IHI), has overseen numerous projects, including health information systems in primary care, and the IHI Triple Aim initiative focused on improving population health and individuals' experience of health care, while stabilizing or reducing per capita cost. She is trained in management, strategy, leadership and organizational change, and holds a Masters in Public and Private Management from Yale University.

Bev Beckman, RN, CHAM, CPHQ, ACM, Corporate Director, Care Management, Jewish Hospital and Saint Mary's Healthcare

Gary Belfield, MBA, Associate Partner, KPMG LLP, leads the work on commissioning within health care in the UK (similar to the payer function in the USA). Previously, he was a senior executive in the Department of Health for England. He has been a member of the UK National Health Service (NHS) Management Board

and was the creator or co-creator of all national policy relating to the development of clinician involvement in commissioning and the effective spend of over \$80 billion. Mr. Belfield has also spent 17 years working in the NHS, including serving as a chief executive of a hospital.

Debbie Bellenger, MA, BA, BPHE, Director of Wellness Enhancement, CaroMont Health, is responsible for the development, delivery, and evaluation of wellness programs for the CaroMont Health workforce and the surrounding local community of Gaston County. She has extensive programming experience in health care, medical wellness, and local fitness/wellness settings. For two years running, she has been nominated as one of three Top Program Directors in the World by the International Dance Exercise Association. Ms. Bellenger currently serves on their Program Director Committee and is attending Leadership Gaston. She works with local employer groups and parish groups to extend wellness programming into the local community.

Jim Bellows, PhD, Senior Director, Evaluation and Analytics, Kaiser Permanente Care Management Institute (CMI), leads the Evaluation and Analytics staff with expertise in metrics development, analytics, and quantitative and qualitative evaluation. He consults with a variety of Program Office leaders and departments on areas related to program evaluation and performance improvement. CMI develops and produces performance metrics, supports care delivery innovation projects, identifies specific population care practices that contribute to superior performance, supports and studies spread of the most promising practices, and evaluates the impact of quality improvement initiatives as they mature. Data developed by Evaluation and Analytics informs Kaiser's executive performance dashboard, clinical leadership groups, and large national customers. He earned his PhD in health services research and health economics from the University of California at Berkeley.

Anne Benedicto, Executive Vice President, Support Operations and Chief of Staff, The Joint Commission

Evan M. Benjamin, MD, FACP, Associate Professor of Medicine, Tufts University School of Medicine and the Sackler School of Graduate Biomedical Sciences, is also Senior Vice President and Chief Quality Officer for Baystate Health. A board-certified internist, he founded Baystate's Division of Healthcare Quality in 2000 and helped create the Center for Quality of Care Research in 2006. His work has helped to transform health care within the three-hospital Baystate Health system, garnering a number of national awards and serving as a model for others. Dr. Benjamin is nationally recognized for his work in outcomes management and quality-of-care improvement. His research in measuring quality, patient safety, and health policy has been published widely in journals and books. He is on the editorial board for the American Journal of Medical Quality and an active reviewer for JAMA. Dr. Benjamin sits on a number of national and regional boards and committees. He is an active Institute for Healthcare Improvement faculty member and a member of the National Patient Safety Foundation Family and Patient Committee.

Brandon K. Bennett, MPH, Advisor, Improvement Science Consulting, provides consulting and education services for organizations interested in developing a culture of continuous learning and who are focused on ongoing quality improvement of products and services. He began his career as a US Peace Corps volunteer in Uganda, where he directed a microfinance program for people living with HIV. At Reach Out Mbuya, he led a team of people focused on improving repayment rates, reducing defaults, and generating financial viability for future lending. Based on his experience working with rural and urban poverty in Uganda, he created the Asaph Children Education Fund to provide educational opportunities for children in an effort to break the poverty cycle. After leaving the Peace Corps, Mr. Bennett joined the Institute for Healthcare Improvement (IHI), serving as an Improvement Advisor (IA) for IHI's work in South Africa, Ghana, and Malawi. Since leaving IHI, he continues to serve as a faculty IA on many IHI global initiatives and he is faculty for IHI's Improvement Advisor Professional Development Program.

James C. Benneyan, PhD, is Director of the Healthcare Systems Engineering program at Northeastern

University and a leading authority on the application of statistical process control to health care. He is an Institute for Healthcare Improvement faculty, former senior systems engineer at Harvard Community Health Plan, and director of a National Science Foundation center that applies statistical and industrial engineering methods to health care quality, safety, and large-scale logistical problems.

William R. Berry, MD, MPA, MPH, Surgical Consultant, Risk Management Foundation of the Harvard Medical Institutions, is also a faculty member at the Center for Medical Simulation in Cambridge, MA, with an interest in team training for surgeons. After 17 years in practice as a cardiac surgeon, he attended the Kennedy School of Government and the School of Public Health at Harvard.

Joseph R. Betancourt, MD, MPH, Director, The Disparities Solutions Center, Massachusetts General Hospital (MGH), works with health care organizations to improve quality of care, address racial and ethnic disparities, and achieve equity. He is also Associate Professor of Medicine at Harvard Medical School, Program Director for Multicultural Education for MGH, Senior Scientist at the Mongan Institute for Health Policy at MGH, and an expert in cross-cultural care and communication. Dr. Betancourt served on several Institute of Medicine committees, including those that produced *Unequal Treatment: Confronting Racial/Ethnic Disparities in Health Care* and Guidance for a National Health Care Disparities Report. He has also advised federal, state and local government, foundations, health plans, hospitals, health centers, professional societies, trade organizations, pharmaceutical companies, and private industry on strategies to improve quality of care and eliminate disparities. He has published extensively in these areas. A practicing internist, he co-chairs the MGH Committee on Racial and Ethnic Disparities, and is a member of the Boston Board of Health, the Health Equity Committee, and the Massachusetts Disparities Council.

Helen Bevan, PhD, Chief of Service Transformation, National Health Service (NHS) Institute for Innovation and Improvement, UK, is responsible for keeping the NHS improvement knowledge fresh, relevant, impactful, and at the leading edge. Over the past 15 years she has led change initiatives at both the local and national levels, which have created improvements for millions of patients.

Maureen Bieltz, PharmD, Clinical Pharmacy Specialist, Highmark, is a recent pharmacy graduate who joined Highmark in 2010. During her post-graduate managed care residency with Highmark, she completed several rotations throughout Highmark's Pharmacy Affairs department, including training in Clinical, Specialty Pharmacy, Manufacturer Relations, Medical Policy, and Sales/Marketing. Upon completion of the residency program, Dr. Bieltz transitioned to a Clinical Pharmacy Specialist position. In addition to this full-time role, she serves as a casual pharmacist at a pediatric hospital.

Marian Bihle Johnson, MPH, Senior Research Associate, Institute for Healthcare Improvement (IHI), is a lead on the IHI Research and Development team for which she researches, tests, and disseminates innovative content to inform IHI's programs and to further IHI's strategic priorities. She also leads research and policy initiatives related to the IHI and Commonwealth Fund State Action on Avoidable Rehospitalizations (STAAR) initiative. Prior to joining IHI, Ms. Johnson was a Research Scientist at the Institute for Technology Assessment at Massachusetts General Hospital, performing comparative effectiveness analyses on emerging medical treatments and diagnostic tools. She received a Master's in Public Health from the Dartmouth College Institute for Health Policy and Clinical Practice and a Bachelor of Arts in Biology from Princeton University.

Martin Bledsoe, Chief Administrator, Russell H. Morgan Department of Radiology and Radiological Science, Johns Hopkins Medicine, served in a number of leadership roles in the organization before his current position within Radiology, in which he manages an organization of approximately 1,100 employees. Following a degree in nursing and further training as a nurse practitioner, he practiced for 11 years in Kentucky before obtaining his Masters of Health Administration at the University of North Carolina. He has been actively involved in the leadership and program development for the Association of

Administrators of Academic Radiology, for which he is past-president. Mr. Bledsoe has actively consulted domestically and internationally and published in the field of imaging business operations.

Julie Blumgart, RN, RM, BSc (Hons), Associate Director of Clinical Governance and Patient Safety, NHS South West, England, has led the South West Venous Thromboembolism (VTE) Initiative, delivering improvements in VTE risk assessment from 51% in June 2010 to 88% in July 2011. She is also Programme Director for the South West Quality and Patient Safety Improvement Programme aimed at reducing mortality and adverse events across a population of 5.2 million in acute, community, and mental health providers. In 2009, she was appointed as an Improvement Fellow with the Institute for Innovation and Improvement. Previously, Ms. Blumgart was Head of Clinical Governance and Risk at Taunton and Somerset NHS Foundation Trust, serving as the lead for the Safer Patient Initiative Phase 2 Programme, where the successful implementation and spread of evidenced-based clinical interventions across the organization led to a 15% reduction in mortality that has been sustained to date.

Jeremy Boal, MD, Chief Medical Officer, North Shore‒Long Island Jewish Health System, is responsible for the overall professional management of clinical, education, research, and operational issues related to medical and clinical affairs. He previously served as Medical Director of LIJ Medical Center. Dr. Boal came to North Shore-LIJ from the Mount Sinai School of Medicine, where he served as Vice Chair for Strategic Planning and Faculty Practice Services for the Department of Medicine. In that role, he was responsible for the care in all of the Department of Medicine's faculty practices. He also was founder and Executive Director of Mount Sinai's Visiting Doctors Program, which provides in-home primary care to more than 1,000 homebound people each year.

Mats Bojestig, MD, Chief Medical Officer, Jönköping County Council, Sweden, is also Chief of the Department of Medicine at Höglandssjukhuset in Eksjö, Sweden, specializing in internal medicine and endocrinology. In 1999, Dr. Bojestig finished his thesis entitled "Glycaemic Control and Complications in Type 1 Diabetes." He is the Project Director for Pursuing Perfection, a Senior Fellow of the Institute for Healthcare Improvement (IHI), and a member of the Strategic Committee of the International Forum on Quality and Safety in Health Care, co-sponsored by the British Medical Journal Publishing Group and IHI. In 2002, Dr. Bojestig was the winner of the Swedish Malcolm Baldrige Award in Health Care and the Götapriset award for the best quality project in public sector in Sweden.

Kate Bones, MSW, Project Director, Institute for Healthcare Improvement (IHI), has been with IHI for ten years and during this time managed a variety of collaborative quality improvement programs and key strategic relationships. Currently, Ms. Bones manages the IHI Patient Safety Executive Development Program and is involved in several R&D projects related to waste and cost reduction. She staffs the IHI Scientific Advisory Group, an independent panel of experts advising IHI on its results-oriented programs, and served as manager for the North Carolina Patient Safety Study, a multi-hospital study tracking the rate of medical harm to patients over time.

Karen M. Boudreau, MD, FAAFP, Senior Vice President, Institute for Healthcare Improvement (IHI), is Medical Director for the IHI Continuum Portfolio, which addresses the patient journey in health and chronic disease care. She oversees national and international work on the IHI Triple Aim (optimizing health, patient experience and per capita health care costs), transitions in care, and strengthening and redesigning primary care. Board certified in Family Medicine, she was previously Medical Director for Healthcare Quality Improvement at Blue Cross Blue Shield of Massachusetts, and Medical Director at Valley Medical Group, P.C. in Western Massachusetts, where she practiced for 15 years. Dr. Boudreau has extensive experience as an improvement advisor at the health plan, medical group and hospital level, including primary care practice redesign, population management, guideline development and implementation, patient safety, and medication error prevention. In addition to her work at IHI, she practices Family Medicine one half-day per week at Boston Medical Center, where she also is a Clinical

Instructor.

Chad Boulton, MD, MPH, MBA, Professor of Health Policy and Management, Johns Hopkins Bloomberg School of Public Health, also holds joint appointments on the faculties of the Johns Hopkins University Schools of Medicine and Nursing. A geriatrician-researcher for 23 years, he has extensive experience in developing, implementing, evaluating, and diffusing new models of health care. His present work focuses on team-based models of comprehensive primary care for people with several chronic health conditions.

Annette D. Boyer, RPh, is Vice President of Business Development for CECity.com, Inc., a software service provider of eLearning, performance improvement, patient registries, patient education, outcomes, and lifelong learning portfolio technologies and distribution networks. Her education as a pharmacist and professional experience in various positions has facilitated the development of a solid framework for leadership. This includes experiences spanning from pharmacy practice and management, to consulting and the delivery of solutions to impact professional development and improved patient outcomes.

Peg M. Bradke, RN, MA, Director of Heart Care Services, St. Luke's Hospital, coordinates services for two intensive care units, two step-down telemetry units, the Cardiac Catheter Lab, Electrophysiology Lab, Diagnostic Cardiology, Interventional/Vascular Lab, Respiratory Care, and Cardiopulmonary Rehabilitation. She facilitates the hospital's Patient and Family Advisory Council and chairs the Transition to Home Cross-Continuum Team. In her 25-year career, she has had various administrative roles in critical care areas. Ms. Bradke works with the Institute for Healthcare Improvement on the Transforming Care at the Bedside initiative and Transitions Home work. She is President-Elect of the Iowa Organization of Nurse Leaders.

Bruce E. Bradley, MBA, is the former Director of Health Care Strategy and Public Policy for General Motors Health Care Initiatives, where he was responsible for quality measurement and improvement, consumer engagement, and cost effectiveness of the health care coverage provided by GM for over one million employees, retirees, and their dependents. Previously he was Corporate Manager of Managed Care for GTE Corporation, and he has over 20 years of experience in health plan and health maintenance organization management. A co-founder of the HMO Group and founding board member of the National Quality Forum, Mr. Bradley has served on numerous association and organizational boards of directors. He has gained recognition for his work in promoting health care quality improvement, including his efforts in developing the Health Employer Data and Information Set (HEDIS) performance measurement and accountability processes.

Craig Brammer, Senior Research Associate, University of Cincinnati

Colin J.H. Brennan, PhD, Director, Strategic Relationships, Center for Integration of Medicine and Innovative Technologies, has over 20 years of experience in invention and commercialization of innovative technologies in early- to revenue-stage companies as either the founder or as a member of the senior leadership team. Previously, he was Founder, Chief Technology Officer, and Senior Vice President of Business Development of BioTrove, Inc., a life science tools and consumables company. Dr. Brennan holds 20 patents and has published over 50 peer-reviewed journal articles, book chapters, and reports in the fields of bio-microsystems technologies, confocal microscopy, spectroscopic imaging, and microsurgical robotics. He regularly consults for the National Institutes of Health, is a Senior Member of the IEEE-EMBS, and a reviewer for IEEE, IEE, and AIP journals.

Bonnie Brossart, MA, CEO, Health Quality Council of Saskatchewan, Canada, trained as a health economist and spent her first decade as a health services researcher with the Health Services Utilization and Research Commission of Saskatchewan, a large tertiary hospital in Calgary, and the Saskatchewan Ministry of Health. Prior to becoming CEO in 2007, she served as Deputy CEO for over three years and co-

led the Saskatchewan Chronic Disease Management Collaborative, one of the province's largest quality improvement initiatives ever undertaken.

Bette Brotherton, MSN, MBA, CPHQ, Vice President, Clinical Improvement, Shands HealthCare, is responsible for the clinical quality and patient safety programs for this 973-bed academic medical center that includes two specialty hospitals. During her tenure, Shands has made substantial improvements in its quality outcomes, winning the state quality award as a Role Model for Organizational Performance Excellence in 2008. She obtained her Masters Degree in medical/surgical nursing from Vanderbilt University and a Masters Degree in Business from Tampa College.

Sue A. Butts-Dion is an independent Quality Improvement Advisor with over 16 years of management consulting experience in the health care industry. She successfully supports clients, including hospital systems and physician practices, in planning and implementing improvement objectives. Her areas of expertise include improvement planning, training, and group facilitation.

Michael H. Celender, MS, Organization Development Consultant, University of Pittsburgh Medical Center (UPMC), has been with the Innovation Center and the Patient- and Family-Centered Care Methodology since October 2008. He assisted in the development of that process and has directly contributed to its success as a practice for improving the care experience of patients and their families. He has over 15 years of experience as an Organization Development Consultant, facilitating performance improvement and team development in organizations such as Highmark Blue Cross Blue Shield, Heinz North America, Marconi, and Coventry Health Care, as well as 10 years with UPMC.

Elliot Chaikof, MD, PhD, Surgeon-in-Chief and Chairman, Beth Israel Deaconess Medical Center

Diana Chapman Walsh, PhD, chairs the inaugural board of the Broad Institute, and serves on the boards of the Kaiser Family Foundation and the Institute for Healthcare Improvement, and on the MIT Corporation as well as several national advisory boards. She was a director of the State Street Corporation (1999-2007) and a trustee of Amherst College (1998-2010). A member of the American Academy of Arts and Sciences, she writes, speaks, and consults on higher education and leadership. Her tenure as twelfth President of Wellesley College (1993-2007) was marked by campus renewal and educational innovation, including a revision of the curriculum and expanded programs in global education, internships and service learning, interdisciplinary teaching and learning, and religious and spiritual life. President Walsh evolved a distinctive style of self-conscious leadership rooted in a network of resilient partnerships and anchored in the belief that trustworthy leadership starts from within. Before assuming the Wellesley presidency, Dr. Walsh was Professor and Chair of Health and Social Behavior at the Harvard School of Public Health.

Mark R. Chassin, MD, FACP, MPP, MPH, President, The Joint Commission, oversees the activities of the nation's predominant standards-setting and accrediting body in health care. He is also President of the Joint Commission Center for Transforming Healthcare, which works with the nation's leading hospitals and health systems to address health care's most critical safety and quality problems. Previously, Dr. Chassin was the Edmond A. Guggenheim Professor of Health Policy and founding chairman of the Department of Health Policy at the Mount Sinai School of Medicine, New York. He is a board-certified internist and practiced emergency medicine for 12 years.

Peter H. Cherouny, MD, Professor of Obstetrics and Gynecology, University of Vermont College of Medicine, has strong clinical interests in obstetric health care quality improvement and is currently serving as Chair of the Institute for Healthcare Improvement's Perinatal Improvement Community. He was also the lead author of the IHI white paper, "Idealized Design of Perinatal Care." He has been Chair of Quality Assurance and Improvement and Credentialing for the Women's Health Care Service of Fletcher Allen

Healthcare for the last 15 years. His recent research and work in obstetric quality improvement is as Chair of the March of Dimes collaborative, "Improving Prenatal Care in Vermont," and as co-investigator of the MedTeams project.

Joan M. Ching, RN, Administrative Director of Hospital Quality and Safety, Virginia Mason Medical Center, oversees performance improvement activities related to organizational quality and safety goals and nursing-sensitive outcomes. She has extensive training in applying the Toyota Production System (Lean Management) to health care, including two study missions to Japan. In 2011, she completed a fifteen-month Lean Management fellowship that involved a project focused on medication administration safety. Ms. Ching has 25 years of nursing experience in medical-surgical, critical care and post-anesthesia care nursing. Her passion for the advanced practice nursing role came alive in her role as Pain Management Clinical Nurse Specialist at University of Washington Medical Center (UWMC), where she then expanded her work into quality improvement and patient safety by serving as UWMC Patient Safety Officer and completing a fifteen-month fellowship with the National Patient Safety Foundation.

Greg K. Christian, MBA, Executive Director, Fontana and Ontario Medical Centers, Kaiser Permanente Hospital and Health Plan, has overall hospital and health plan care delivery responsibility for over 420,000 members in Southern California. He has more than 29 years of health care leadership experience, with a strong background in health care delivery, strategic planning, operations, finance, people development, line management, and working with the Labor Management Partnership. Mr. Christian is a graduate of the Advanced Leadership Program sponsored by Kaiser Permanente and the University of North Carolina, Kenan-Flagler Business School of Executive Education, and he completed three years of postgraduate training and development in the ServiceMaster Graduate Program.

John Chuo, MD, MS, is Neonatal/Pediatric Quality Officer at Children's Hospital of Philadelphia. His research interests includes methodologies for preventing medication errors, infrastructure for sustaining QI work, and quality informatics. He received formal training in medical informatics from the Health Science and Technology Program at MIT-Harvard, Perinatal-Neonatal Medicine from Children's Hospital Boston, and Improvement Advisor and Collaborative Breakthrough Series training from the Institute for Healthcare Improvement.

Robin Cisneros, National Director, Medical Technology Assessment and Products, The Permanente Federation, communicates the organization's positions on medical technology and product selection issues and acts as internal consultant to physicians, Public Affairs, Government Relations, Legal, Pharmacy, and many others. She also acts as liaison to the media, associations, government agencies, and external technology assessment entities in the public and private sectors. Previously at The Permanente Federation, she managed the national agenda for the review of new medical technology. The Interregional New Technologies Committee is the centerpiece of this work. Ms. Cisneros began working with the National Product Council (NPC) in 2004 to provide key coordination, PMG perspective, and leadership, and strategic direction. As an associate member of the NPC, she works with The Permanente Federation, Kaiser Foundation Health Plan and Hospitals, Broadlane, and the clinical members of the NPC Core Groups and Sourcing and Standards Teams. She is a member of the Interregional Implant Registry Committee that oversees implant registry development projects.

Carolyn M. Clancy, MD, Director, Agency for Healthcare Research and Quality (AHRQ), is also Clinical Associate Professor, Department of Medicine, at George Washington University School of Medicine. Previously, she held positions at AHRQ as Acting Director and Director, Center for Outcomes and Effectiveness Research. Dr. Clancy is Senior Associate Editor of HEALTH SERVICES RESEARCH and she serves on numerous other editorial boards. She has published widely in peer-reviewed journals and has edited or contributed to seven books.

David C. Classen, MD, MS, Vice President, First Consulting Group, leads the company's safety and quality of health care initiatives and consulting practice in this area. He is also an Associate Professor of Medicine at the University of Utah and a Consultant in Infectious Diseases at The University of Utah School of Medicine. Dr. Classen is a faculty member of the Institute for Healthcare Improvement (IHI)/Health Foundation Safer Patients Initiative in the UK and a co-developer of the IHI Trigger Tool methodology to improve the detection of adverse events. He currently co-chairs the National Quality Forum's Patient Safety Taxonomy Steering Committee. Dr. Classen is an advisor to the Centers for Medicare and Medicaid Services and The Joint Commission, and a founder of the Patient Safety Institute.

Gary Cohen is a founder and Co-Executive Director of Health Care Without Harm (HCWH), the international campaign for environmentally responsible health care. HCWH is working to prevent disease and illness in society by assisting the health care sector in understanding the links between a healthy environment and healthy people, and by helping hospitals become more environmentally sustainable while saving money. HCWH has over 500 member organizations and partners in 50 countries, with offices in Washington, DC, Brussels, Buenos Aires, and Manilla. Mr. Cohen is a co-founder of Green Harvest Technologies, a bio-based green chemistry company, working to replace toxic products with safer alternatives. He was awarded the Skoll Global Award for Social Entrepreneurship in 2006 and the Frank Hatch Award for Enlightened Public Service Award in 2007.

Eric A. Coleman, MD, MPH, Professor of Medicine and Head of the Division of Health Care Policy and Research, University of Colorado, is also the Director of the Care Transitions Program aimed at improving quality and safety during care "handoffs." Dr. Coleman bridges innovation and practice through enhancing the role of patients and caregivers in improving the quality of their care transitions across acute and post-acute settings; measuring quality of care transitions from the perspective of patients and caregivers; implementing system-level practice improvement interventions; and using health information technology to promote safe and effective care transitions.

Amy Compton-Phillips, MD, Associate Executive Director, Quality, The Permanente Federation, is responsible for supporting and developing clinical quality and safety improvements for Kaiser Permanente. Previously, she served the Mid-Atlantic Permanente Medical Group as the Physician Director of Population Care, Internal Medicine Service Chief, and Physician Director for the Columbia Gateway Medical Center. Board certified in internal medicine, Dr. Compton-Phillips received her medical degree from the University of Maryland Medical School.

Alan Cooper, PhD, Vice President, Center for Learning and Innovation, North Shore- Long Island Jewish Health System, also serves as the Assistant Dean for Knowledge Management at the Hofstra North Shore – LIJ School of Medicine. He served as co-chair of the Assessment and Evaluation Educational Program Subcommittee, and on several design teams tasked with the development of the new medical school curriculum. Dr. Cooper also oversees the office of Assessment and Education Research for the School of Medicine. He is currently serving his second term as chair of the education committee for the Society for Simulation in Healthcare.

Margaret Cornell Vigorito, RN, MS, CPHQ, Senior Program Administrator, Quality Partners, oversees hospital quality initiatives in Rhode Island. She serves as project lead of the Rhode Island Intensive Care Unit Collaborative, a statewide initiative to improve patient safety and clinical outcomes. Previously, she served as Director of Medical Management at Neighborhood Health Plan of Rhode Island. Ms. Vigorito has over 30 years of experience in health care in acute care, managed care, home care, and other settings.

Janet M. Corrigan, PhD, MBA, is President and CEO of the National Quality Forum (NQF), a not-for-profit membership organization working to develop and implement a national strategy for health care quality measurement and reporting. Dr. Corrigan was instrumental in organizing the merger between NQF

and the National Committee for Quality Health Care, where she served as President and CEO from June 2005 to March 2006.

Catherine Craig, LMSW, MPA, Director of Health Integration, Common Ground Communities' National Programs, works with communities participating in the 100,000 Homes Campaign to identify and disseminate innovations that effectively bridge the systems of health care, supportive housing, and homeless outreach. She has a background in psychiatric social work, mental health research, and systems improvement.

Joseph T. Crane, MD, MBA, Emergency Physician, Mary Washington Hospital, also serves as the Business Director of his group, Fredericksburg Emergency Medical Alliance. As an Adjunct Professor for the Physician Executive MBA Program at the University of Tennessee, he teaches physician-led operations improvement. His work focuses on innovative approaches to ED and hospital-wide operational and patient flow improvement, specifically addressing the application of lean manufacturing concepts within the health care environment. Dr. Crane also teaches Lean Healthcare courses for The University of Tennessee Center for Executive Education. He was a faculty member of the Institute for Healthcare Improvement's Learning and Innovation Community on Operational and Clinical Improvement in the Emergency Department.

Kristene Cristobal, MS, is Director of Kaiser Permanente's National Healthcare Performance Improvement and Execution. This group works with leaders, performance improvement experts, and frontline staff across Kaiser Permanente to align strategic quality goals, increase performance improvement skills and capacity, and support implementation and sustainability. She has held various improvement and teaching roles at Kaiser Permanente in the areas of evidence-based guidelines for chronic conditions, strategies to improve care to Kaiser's diverse members, and implementation and spread of strategic initiatives.

Virginia (Ginna) Crowe, RN, EdD, Principal, Hamilton Consulting, LLC, has over 30 years of health care experience in front-line care delivery, management and international consulting, combined with education in nursing, business, and adult and organizational learning. Her quality management consulting practice centers on facilitating learning and improving for organizations, teams, and individuals. She has worked with multiple organizations to improve the delivery, efficiency, and experience of health care for patients and staff.

Lynne Cuppernull joined the Alliance of Community Health Plans (ACHP) in April 2009 and is responsible for partnering with Chief Medical Officers and other leaders at member organizations to guide ACHP's Triple Aim initiatives, the development of Community Systems of Care, and a new collaborative focused on opportunities and issues in the world of pharmacy. Previously, she worked with both the Kaiser Permanente Mid-Atlantic States (KPMAS) region and Marriott International on organizational design and performance improvement initiatives. Her specific focus at KPMAS was on projects that improved access to care and increased efficiencies in primary and specialty care, while ensuring cross-functional collaboration and best practice sharing. Prior to her role in operational improvement, she led the Leadership Development function at KPMAS.

John D'Angelo, MD, FACEP, Chairman, Department of Emergency Medicine, Glen Cove Hospital, North Shore‒Long Island Jewish Health System, has worked as an emergency physician for 15 years. Dr. D'Angelo also serves as the co-chair for the North Shore‒LIJ Sepsis Task Force tasked with improving sepsis recognition and management across the health system.

David Dalton, Chief Executive, Salford Royal Hospital Foundation NHS Trust, UK, oversees the 900-bed university teaching hospital that has a full range of general and most specialist services. He has a particular interest in improving safety and the quality of the patient experience. Mr. Dalton is leading a

three-year program to achieve for his Trust the lowest hospital standardized mortality rate in the NHS and to reduce the incidence of harmful events by 50%. He also leads the development of the North West Improvement Alliance that is focused on building staff capability for quality improvement activity across 60 organizations in the North West of England.

Frank Davidoff, MD, MACP, Executive Editor, Institute for Healthcare Improvement, is also a contributing writer for JAMA and the current interim CEO of Physicians for Human Rights. He previously served on the faculty at Harvard and University of Connecticut medical schools prior to becoming senior vice-president for education at the American College of Physicians, then editor of Annals of Internal Medicine. He served as a member of the Non-Prescription Drug Advisory Committee of the Food and Drug Administration, and as chair of the Journal Oversight Committee for JAMA. His publications include more than 130 original papers and chapters on lipid metabolism, diabetes, and molecular pharmacology, as well as medical education, medical decision-making, biomedical publication, research ethics, and health care improvement. He has also written numerous editorials and commentaries on clinical medicine, medical editing, and the environment of medical practice, and a book of essays, "Who Has Seen a Blood Sugar? Reflections on Medical Education."

Louise Davies, MD, MS, Assistant Professor of Surgery, Dartmouth Medical School

Connie Davis, MN, ARNP, serves as faculty on a variety of outpatient quality improvement efforts in Canada and the US. In British Columbia, she leads the Patients As Partners QI team. She is also a nurse practitioner in long-term care. Ms. Davis was formerly the Associate Director for Clinical Improvement of Improving Chronic Illness Care at the MacColl Institute and Group Health Cooperative's Center for Health Studies in Seattle. Her health care experience includes long-term care, subacute care, community agencies, home care, retirement housing, outpatient clinics, research, and quality improvement. She is a frequent speaker and co-author of publications on the topics of health promotion in the elderly, quality improvement, chronic illness care, patient- and family-centered care, and self-management. She has a special interest in improvement in rural and remote locations.

Nancy Davis, RN, MA, MN, Senior Vice President and System Chief Nursing Officer, Ochsner Health System, provides strategic direction, leadership, and operational support for inpatient and ambulatory nursing across the system's eight hospitals, campus clinics, and 30 satellite clinic sites. In 2003 and again in 2008, she led her organization to Magnet Hospital designation. Previously, she served as Ochsner's Chief Nursing Officer and held clinical and administrative positions in Kansas City, Dallas, and New Orleans. Ms. Davis is a member of and has held board positions on several organizations, including American Organization of Nurse Executives, American College of Healthcare Executives, American Nurses Association, Women's Healthcare Executive Network, Sigma Theta Tau, and the Louisiana Organization of Nurse Executives. She is currently a member of the Louisiana State Board of Nursing.

Richard Davis, PhD, Executive Director, Center for Innovation and Director, Ambulatory Operations and Practice Management, Johns Hopkins Hospital

Sonya W. Dawkins, AIM, COA, CMQ/OE, CPHQ, CPHRM, Senior Vice President and Chief Customer Officer, PHT Services, Ltd., is responsible for establishing and maintaining a high degree of client satisfaction from all members, ensuring their needs are met in a timely and consistent manner. She is also responsible for the coordination of claims and risk management initiatives, including research, feasibility studies, phases of implementation development, quality management system program plan development, and program implementation.

Andrew Day, Managing Principal for Care Design, GE Healthcare, leads a team of clinicians, engineers, and simulation modeling experts in helping clients design hospitals that are fundamentally more efficient

and redesign care delivery models that enable better care at a lower cost. He has 25 years of GE leadership experience and has personally led major Care Design projects in the US, Canada, and Asia.

Craig E. Deao, MHA, Research and Development Leader, Studer Group, is responsible for research, product development, business development, and an education division that reaches tens of thousands of health care leaders annually through monthly educational events and more than 500 speaking engagements. He has a passion for identifying and spreading best practices across the health care industry. His areas of interest include patient safety, patient perception of care, and the application of Evidence-Based Leadership to create cultures of accountability. Previously, he served in several capacities at VHA, Inc in Dallas, where his primary role was sharing best practices among the executives leading VHA's 2,200 member health care organizations. He currently serves on the University of Minnesota Alumni Board of Directors.

Dennis Deas, Senior Director, Performance Improvement, Kaiser Foundation Health Plan

Pedro Delgado, MSc, Executive Director, Institute for Healthcare Improvement (IHI), works with large-scale health system improvement efforts in Europe and Latin America. Currently, his work includes existing programs throughout the UK and emerging initiatives throughout Latin America. Before joining IHI, he worked for the UK National Health Service leading pioneering large-scale improvement efforts in Northern Ireland. This involved working with partners (providers, policy makers, patient representatives, commissioners, regulators) to design, develop, and deliver a comprehensive country-wide program of work focused on generating sustainable, transformational health, social care, patient safety, and quality improvement initiatives. His background is rich in diversity, including high performance sport (soccer) in his native Venezuela, the US, and the UK. Mr. Delgado's experience also includes working in the mental health field in Venezuela and the UK, focusing on addictions treatment and prevention in outpatient settings. He holds summa cum laude degrees in Psychology and in Global Business, and an MSc in Healthcare Management and Leadership.

Jayant K. Deshpande, MD, Senior Vice President and Chief Quality Officer, Arkansas Children's Hospital, is also Professor of Pediatrics and Anesthesiology at the University of Arkansas for the Medical Sciences. Previously he was the Executive Physician for Quality and Patient Safety at Monroe Carell Jr. Children's Hospital at Vanderbilt University Medical Center, Vice Chair for Pediatric Affairs in the Vanderbilt Department of Anesthesiology, and a member of the faculty. During his tenure at Vanderbilt, Dr. Deshpande helped establish the program for quality improvement for the Children's Hospital, which guides and facilitates active improvement learning and activities by staff, physicians, and administrators. It also promotes scholarship through collaboration with faculty, staff, and trainees, which has led to national presentations and publications.

Kayla DeVincendis, Project Assitant, Institute for Healthcare Improvement

Susan D. DeVore is President and CEO of Premier, Inc., which, under her leadership, has won the Malcolm Baldrige National Quality Award and has been named three times as one of the World's Most Ethical Companies by Ethisphere. Ms. DeVore has been named on the 100 Most Powerful People in Healthcare and Top 25 Women in Healthcare lists by Modern Healthcare. Before joining Premier, she spent more than 20 years with Cap Gemini Ernst & Young (CGEY) as a senior healthcare industry management practice leader and member of the executive committee for the North American consulting organization. She also led high-tech, manufacturing and other business units of CGEY, giving her a broad understanding of business issues and solutions across multiple industries.

Anthony M. DiGioia III, MD, is a practicing orthopaedic surgeon at Renaissance Orthopaedics, PC, located at Magee-Womens Hospital of UPMC, and a member of the faculty at the Institute for Healthcare

Improvement. He developed the Patient- and Family-Centered Care (PFCC) Methodology and Practice, which combines the art and science of performance for health care and is an innovation in the process of care delivery that dramatically improves patient outcomes, quality, safety, and efficiencies and reduces costs while delivering exceptional care experiences. Dr. DiGioia is Founder and Medical Director of The Orthopaedic Program and the Innovation Center at Magee-Womens Hospital of the University of Pittsburgh Medical Center (UPMC) and collaborates with caregivers and health care leaders to export the PFCC Methodologies and Practice for any care experience, anywhere.

Eric Dickson, MD, President, UMass Memorial Medical Group, is also Professor of Emergency Medicine at the University of Massachusetts Medical School. He completed his medical degree and residency training in emergency medicine at the University of Massachusetts Medical School and has a Masters in Health Care Management from Harvard University. Previously he served as Professor and Head of the Department of Emergency Medicine at the University of Iowa Carver College of Medicine and Interim Chief Operating Officer for the University of Iowa Hospitals and Clinics. In addition to his other duties, Dr. Dickson has served as a member of the Baldrige National Quality Award Board of Examiners, lectures nationally on the use of Lean manufacturing techniques in health care, and is an active faculty member for the Institute of Healthcare Improvement.

James A. Dietsche, CPA, Chief Financial Officer, Bellin Health, is responsible for all financial aspects of Bellin and he is involved in the strategic planning and operational support for the organization. He is a member of the organization's Finance and Executive Committees as well as the board of directors. He also serves as Treasurer of Lake Michigan Health Services, Inc., and Bellin Investments, Inc., and is a board member for Unity Hospice, Bellin Orthopedic Surgery Center, and Northeast Wisconsin Health Value Network, among other organizations. Mr. Dietsche is a member of Healthcare Financial Management Association, American Institute of Certified Public Accountants, and the Wisconsin Institute of Certified Public Accountants. Prior to joining Bellin, he was a Health Care Partner at Wipfli, LLP.

Martin E. Doerfler, MD, Vice President, Evidence-Based Clinical Practice, North Shore‒Long Island Jewish Health System, is board certified in Internal Medicine and Critical Care Medicine. Prior to joining North Shore‒LIJ, he served as Vice President of Clinical Transformation and then as Senior Director of Clinical Transformation at Visicu. Dr. Doerfler completed his Internal Medicine Residency at New York University‒Bellevue Hospital, followed by a position in critical care medicine at the National Institutes of Health. He later held a position as Associate Professor of Medicine and Director of Critical Care Medicine NYU–Bellevue for eleven years.

Michael Dowling, President and CEO, North Shore‒Long Island Jewish Health System, oversees a health care network which delivers world-class clinical care throughout the New York metropolitan area, pioneering research at The Feinstein Institute for Medical Research, and a visionary approach to medical education, highlighted by the Hofstra North Shore‒LIJ School of Medicine. The recipient of the National Quality Forum's 2010 National Quality Healthcare Award, North Shore-LIJ is the largest integrated health care system in New York State. Prior to his current role, Mr. Dowling was North Shore-LIJ's Executive Vice President and COO. He also previously served as a Senior Vice President at Empire Blue Cross/Blue Shield, served in the New York State government for 12 years, was Commissioner of the New York State Department of Social Services, and was Professor of Social Policy and Assistant Dean at the Fordham University Graduate School of Social Services. He is the recipient of numerous awards, including the 2011 Gail L. Warden Leadership Excellence Award from the National Center for Healthcare Leadership, the 2011 CEO Information Technology Award from Modern Healthcare magazine and the Healthcare Information and Management Systems Society, among other honors.

Hilary H. Dryden, MSPH, Clinical Quality Manager, Clinica Family Health Services, is responsible for helping the organization as well as smaller teams of staff use meaningful data extracted from Clinica's electronic health record to support quality improvement work, with the ultimate goal of bettering patient outcomes. She has seven years of experience working in federally qualified community health centers. Ms. Dryden is a frequent presenter at Bureau of Primary Health Care Learning Sessions on motivation to spread, access, and redesign. At the Institute for Healthcare Improvement 2010 National Forum, she presented on Clinica's successful implementation of the A-L-L program, a medication therapy for patients with diabetes, to a group of Kaiser Scholars.

R. James Dudl, MD, Diabetes Lead, Care Management Institute, Kaiser Permanente, previously served as Chair of Diabetes for Kaiser in San Diego, then as Co-chair at Southern California Permanente Medical Group. He received his medical degree from the University of Michigan, interned at Philadelphia General Hospital, and completed his residency at the Cleveland VA/Case Western Reserve, followed by an endocrine fellowship at the University of Washington.

Kari Dudley is a founding member of Women's Health Exchange, a nonprofit organization formed to encourage the conversation about breast cancer before, during, and after diagnosis among women, their families, and clinicians. She is a two-time cancer survivor and member of the Patient and Family Advisory Council (PFAC) at Dana-Farber Cancer Institute in Boston. She joined the PFAC with the desire to support Dana-Farber's commitment to patient-centered care and to use her story to advance the field of survivorship. Professionally, she is a vice president in the financial services industry where she has worked for over 16 years.

David L. Dull, MD, Vice President of Quality and Patient Safety, Spectrum Health Hospital Group, leads the strategic planning and coordination of tactical implementation for clinical quality and safety initiatives in seven acute care hospitals. He is responsible for oversight of clinical quality, safety, accreditation, clinical process improvement, medication safety, infection control, professional physician performance management, and the implementation of evidence-based medicine approaches. Dr. Dull serves on the Michigan State Board of Medicine. His research interests include quality improvement, safety, and intimidation in the health care setting.

Kathy D. Duncan, RN, Faculty, Institute for Healthcare Improvement (IHI), co-leads IHI's National Learning Network and manages the 24 IHI Improvement Map support care processes. Ms. Duncan also directs IHI Expeditions, manages IHI's work in rural settings, and provides spread expertise to Project JOINTS. Previously, she co-led the 5 Million Lives Campaign National Field Team and was faculty for the Improving Outcomes for High Risk and Critically Ill Patients Innovation Community. She also served as the content lead for the Campaign's Prevention of Pressure Ulcers and Deployment of Rapid Response Teams areas. She is a member of the Scientific Advisory Board for the AHA NRCPR, NQF's Coordination of Care Advisory Panel, and NDNQI's Pressure Ulcer Advisory Committee. Prior to joining IHI, Ms. Duncan led initiatives to decrease ICU mortality and morbidity as the director of critical care for a large community hospital.

Jill Duncan, RN, MS, MPH, Director, Institute for Healthcare Improvement

James W. Easton, National Director for Improvement and Efficiency, National Health Service (NHS), England, is responsible for improving quality while finding £20 billion of efficiency savings. He has been an executive in the UK National Health Service for over 20 years, previously serving as Chief Executive Officer of NHS South Central, the part of the UK health system that provides all types of health care for four million people in the South of England. Prior to that, he was Chief Executive Officer of York Hospitals NHS Foundation Trust, a 700-bed acute hospital. He has been an NHS Modernisation Agency

Board Member, a Governor of the Health Foundation, a member of the NHS Leadership Council, and the national sponsor for the work of the NHS Institute for Innovation and Improvement.

Douglas Eby, MD, MPH, is Vice President of Medical Services for Southcentral Foundation (SCF) at the Alaska Native Medical Center. The customer-owned, Alaska-Native-led SCF primary care redesign has gained national and international recognition. Dr. Eby presents frequently about the SCF work and its potential for broad transforming applicability elsewhere.

Eric Hans Eddes, MD, PhD, is consultant in gastrointestinal surgery at the Deventer Hospital, a large teaching hospital in the Netherlands. He has served on various executive boards of professional organizations. Currently, he combines his clinical work with the presidency of the Dutch Surgical Colorectal Audit. He is also Director of the Dutch Institute for Clinical Auditing.

Barbara S. Edson, RN, MBA, MHA, Senior Director, Clinical Quality, Health Research and Educational Trust, provides content leadership for projects requiring clinical knowledge, hospital operational expertise, and the application of quality improvement methodologies to complex organizational challenges. She is responsible for assisting state and regional organizations in providing hospital programs to improve quality and patient safety. Ms. Edson has developed and led over 20 statewide collaboratives and several educational programs to assist North Carolina hospitals in improving safety and quality, including developing several toolkits as collaborative resources. As Topic Director of Patient Safety for the IHI Open School, she works with expert national faculty to develop the patient safety curriculum. She has over 25 years of experience in nursing and leadership roles, specializing in pediatrics/neonatal nursing.

Frances M. Elliot, MBChB, MBA, MRCGP, is Chief Executive of Healthcare Improvement Scotland, the health body in Scotland responsible for improving the quality of health care services and for scrutinizing their effectiveness. Healthcare Improvement Scotland also manages a unique patient safety program on behalf of the NHS in Scotland, in collaboration with the Institute for Healthcare Improvement, to instill a culture of improvement across the NHS in Scotland and improve patient outcomes. Dr. Elliot is responsible for steering the creation of the Scottish Quality Improvement Hub, a partnership with other health boards and with the Scottish Government that aims to create capacity and capability in improvement science in Scotland. She has a clinical background in general practice, giving her a practical understanding of the importance of patient experience, care pathways, and the quality of care that is necessary to drive the work of the organization. Her previous post was Medical Director of NHS Fife, one of the 14 geographical health boards in Scotland, where she was the executive lead for the Scottish Patient Safety Programme in Fife.

Patricia L. Embree, Senior Director of Patient- and Family-Centered Care (PFCC), The Innovation Center, University of Pittsburgh Medical Center, is responsible for the development and coordination of activities associated with the facilitation and exportation of the PFCC Methodology and Practice. She comes from a diverse health care background that includes more than 20 years of experience in both clinical and non-clinical roles in nursing, health care marketing, community outreach, and information technology.

Joel H. Ettinger, MHA, Chairman and CEO, Category One, has held executive positions in several world-renowned health care organizations and has lectured nationally and internationally on the application of performance excellence methods in health care and other industries. Mr. Ettinger is Senior and Alumni Member of the Board of Examiners, and the most tenured and experienced Examiner from the health care industry for the Baldrige National Quality Program. Previously, he served as President and CEO of VHA Pennsylvania and held executive positions at Mayo Clinic, Memorial Sloan-Kettering Cancer Center, University Health Center of Pittsburgh, and Allegheny-University Hospitals.

Josh Ettinger, MBA, is President and CEO of the Magellan Institute, a consultancy specializing in enabling health care organizations discover, develop, and leverage Intelligent Innovation as a core competency and cultural attribute to create greater value for all stakeholders. Mr. Ettinger is also Executive Vice President of Category One, advisors to businesses focusing on performance excellence, leadership, strategy, and process improvement. He has worked at Aetna, the Institute for Healthcare Improvement, and the Center for Quality and Innovation at Johns Hopkins Medicine. He has been actively involved with the Baldrige Performance Excellence Program for eight years and has led and participated in numerous site-visit assessments. Mr. Ettinger is the primary author of the "Pursuit of Performance Excellence" chapter in the Textbook of Critical Care (Fifth and Sixth Editions).

Jay Fathi, MD, Medical Director for Primary Care and Community Health and Healthcare Delivery Innovation, Swedish Health Services, is board certified in Family Medicine. He is also a faculty physician at Swedish Family Medicine Residency Program, and served as Chief of the Department of Family Medicine at Swedish for eight years. Dr. Fathi has been a Clinical Assistant Professor at the University of Washington School of Medicine, Department of Family Medicine since 2000.

Frank A. Federico, RPh, Executive Director, Strategic Partners, Institute for Healthcare Improvement (IHI), works in the areas of patient safety, application of reliability principles in health care, preventing surgical complications, and improving perinatal care. He is faculty for the IHI Patient Safety Executive Training Program and co-chaired a number of Patient Safety Collaboratives. Prior to joining IHI, Mr. Federico was the Program Director of the Office Practice Evaluation Program and a Loss Prevention/Patient Safety Specialist at Risk Management Foundation of the Harvard Affiliated Institutions, and Director of Pharmacy at Children's Hospital, Boston. He has authored numerous patient safety articles, co-authored a book chapter in *Achieving Safe and Reliable Healthcare: Strategies and Solutions*, and is an Executive Producer of "First, Do No Harm, Part 2: Taking the Lead." Mr. Federico serves as Vice Chair of the National Coordinating Council for Medication Error Reporting and Prevention (NCC-MERP). He coaches teams and lectures extensively, nationally and internationally, on patient safety.

Liz Ferron, Manager of Clinical Services, Physician Wellness Services, has practiced in the employee assistance field for over 20 years, with an emphasis on health care organizations. She has served three terms as President of the Minnesota Employee Assistance Program Administrators and Counselors, and is a former adjunct faculty member at the College of St. Benedict. Ms. Ferron has provided training and consultation to health care professionals and leaders in personal effectiveness, stress management, employee motivation and engagement, and conflict resolution.

Elliott S. Fisher, MD, MPH, Professor of Medicine and Community and Family Medicine, Dartmouth Medical School, is also Director, Institute for the Evaluation of Medical Practices at the Center for the Evaluative Clinical Sciences at Dartmouth. He is also a Senior Associate of the VA Outcomes Group at the VA Medical Center in White River Junction, Vermont. Dr. Fisher has broad expertise in the use of Medicare databases and survey research methods for health system evaluation. Serving on the Institute of Medicine's Committee on the Redesign of Health Insurance, he also co-chairs the subcommittee on Performance Measurement. He has published broadly on issues of health care outcomes, quality and costs.

Sue Fitzsimons, RN, PhD, Senior Vice President for Patient Services and Chief Nursing Officer, Yale-New Haven Hospital, has served in these roles since 1997. She has a broad span of responsibility, including the Departments of Pharmacy, Social Work, the Heart and Vascular Service Lines, and Patient Relations. Yale-New Haven recently achieved Magnet Status. A significant part of this work was to engage staff broadly in the strategic work of the organization through a variety of structured opportunities for engagement. Ms. Fitzsimons is also a member of numerous professional and community boards.

David Ford, CEO, CareOregon, has been in health insurance leadership roles for more than 20 years. Most recently he worked with a venture capital firm in Palo Alto, California, and completed a turnaround for an HMO in Washington, DC, and Baltimore. Previously, he spent 12 years as an executive with Aetna, NYLCare, and Blue Cross of Washington and Alaska.

Robert Fortini, Chief Clinical Officer, Bon Secours Medical Group, is responsible for facilitating provider adoption of the electronic medical record, coordinating clinical transformation to a patient-centered medical home (PCMH) care delivery model, and facilitating participation in available pay for performance initiatives and in physician advocacy and affairs. He has extensive experience in operations and clinical policy development, workflow re-engineering, and continuous quality improvement in ambulatory care. Previously, he served as Chief Medical Affairs Officer at Queens Long Island Medical Group, where engaged in quality and health information technology adoption and successfully applied for the first Level 3 NCOA recognized PCMH in New York State. Prior to that, at Community Care Physicians Medical Group, Mr. Fortini participated in the successful launch of the Bridges to Excellence Collaborative in Upstate New York.

Richard P. Foster, MD, Senior Vice President for Quality and Patient Safety, South Carolina Hospital Association (SCHA), is responsible for coordination and oversight of quality improvement and patient safety programs and activities for SCHA and its member hospitals. He also serves as Senior Medical Advisor for LifePoint, the Organ Procurement Organization for South Carolina. Prior to joining SCHA, Dr. Foster served as Chief Medical Officer for Trident Health System. His previous medical administrative experience includes service as CEO of the Carolina Health Group, a provider network management company for three multispecialty IPA Networks, and as the Medical Director of Companion Healthcare, the HMO subsidiary of Blue Cross Blue Shield of South Carolina.

Allan S. Frankel, MD, is a Principal in Lotus Forum, Inc., a company dedicated to improving health care safety using evidence-based metrics and tools to enhance teamwork, facilitate improvement, and support and train health care leaders. He is on the faculty of the Institute for Healthcare Improvement (IHI), where he co-chaired many IHI Collaboratives and co-developed and teaches in the IHI Patient Safety Executive Development Program. Dr. Frankel is a lead faculty for IHI patient safety programs across the UK, including a five-year program to improve safety in all Scottish hospitals. He is on the Brigham and Women's Patient Safety Center of Excellence faculty. Dr. Frankel is creator of Leadership Walkrounds and author of several books and articles on various safety topics. His research includes continued refinement of the Walkrounds tool to engage leaders in safety management, as well as team behavior techniques that create safe operations and care delivery. [Disclosure: I am a Principal in Lotus Forum, Inc., a company that develops and implements safety metrics. I will be discussing this topic in general and will reference many options about safety metrics, including those produced by Lotus Forum. I will disclose the commercial interests I have, and present a balanced view of the topic.]

Lillee S. Gelinas, RN, MSN, FAAN, Vice President and Chief Nursing Officer, VHA Inc., is regarded as a nursing thought leader and expert in clinical workforce dilemmas, nursing performance measurement, clinical improvement leadership skills, and high-impact patient experience strategies. She has served as faculty for Institute for Healthcare Improvement (IHI) programs since 1993 and co-chaired the 2007 IHI National Forum. Ms. Gelinas serves on numerous national committees, including The Joint Commission Nursing Advisory Council and the NQF National Priorities Partnership Care Coordination Workshop. She co-chaired the National Quality Forum Nursing Measures Project with the University of Pennsylvania's Dr. Mary Naylor, which resulted in 15 performance measures being established for nursing sensitive care in the US. She is a Fellow in the American Academy of Nursing, served on President George Bush's Federal Advisory Council for Health IT, and contributed to several Institute of Medicine initiatives.

Ingrid Gerbino, MD, FACP, is an internist at Virginia Mason Medical Center (VMMC). In 2000, Dr. Gerbino assumed the role of Section Head for VMMC's multispecialty, outpatient clinic in Lynnwood, WA, and since 2010 she has served as Deputy Chief of the Department of Primary Care. She serves on executive leadership teams at VMMC, including the Physician Compensation Committee. Dr. Gerbino is a certified leader in the Virginia Mason Production System (VMPS), and completed an 18-month advanced fellowship in VMPS.

Lorri R. Gibbons, RN, CPHQ, Vice President, Quality Improvement and Patient Safety, South Carolina Hospital Association (SCHA), was certified as a Just Culture Trainer in early 2011 and she is designated faculty for the Safe Surgery 2015 national project. Prior to joining the SCHA Quality and Patient Safety Team, Ms. Gibbons was a Senior Interventions Specialist for the South Carolina QIO and led multiple quality improvement initiatives throughout North and South Carolina. She previously held positions as a clinical research coordinator, evening supervisor, and head nurse.

Richard Gibney, MD, Physician, Central Texas Nephrology Associates

Marjorie M. Godfrey, MS, RN, Instructor, The Dartmouth Institute for Health Policy and Clinical Practice, Dartmouth Medical School, is a national leader of designing and implementing improvement strategies that target clinical microsystems. She is also Associate Director of Improvement with the Cystic Fibrosis Foundation, Improvement Leader with the Vermont Oxford Network, an Institute for Healthcare Improvement faculty member, and formerly a Visiting Assistant Professor at Fairfield University School of Nursing in Connecticut. Ms. Godfrey has worked with health care systems worldwide, collaborating with senior leaders to support innovation and transformation using clinical microsystem processes and frameworks. She co-leads the International Clinical Microsystem Network with Sweden. She is a frequent contributor to improvement journals and presents widely nationally and internationally on microsystem fundamentals, with a focus on development and advancement of front-line staff and system outcomes.

Donald A. Goldman, MD, Senior Vice President, Institute for Healthcare Improvement (IHI), is responsible for fellowship training, faculty relations, the innovation pipeline, publications, and knowledge management. He is also the principal IHI liaison to a number of strategic allies, including the Joint Commission, CMS, CDC, and AHRQ, as well as academic and professional societies. He serves as IHI's senior sponsor for several major innovation and translation projects. Dr. Goldman's career in clinical infectious diseases and epidemiology (with a focus on hospital-acquired infections) spans more than three decades. He remains on the infectious diseases clinical staff at Children's Hospital Boston, and he is Professor of Pediatrics at Harvard Medical School and Professor of Immunology and Infectious Diseases at the Harvard School of Public Health.

Alicia D. Goroski, MPH, Senior Project Director for Care Transitions, Colorado Foundation for Medical Care (CFMC), currently directs the Integrating Care for Populations and Communities National Coordinating Center, leading 41 QIOs across the country as they identify target communities within their states and work to implement improvement plans that coordinate hospital and community-based systems of care. She recently completed and led her team in the Harvard Kennedy School of Executive Education course, "Leadership, Organizing and Action: Leading Change." The course curriculum is designed to teach leaders of civic associations, community groups, and social movements how to organize communities that can mobilize power to make change.

Rita Goshert, MA, CCLS, Manager of the Child Life Department, Miller Children's Hospital, is responsible for program development and for supervising and training all Child Life staff, students, and volunteers. With over 24 years of experience in the field, she holds a bachelor's degree and a master's degree in Child Development and Family Studies. Ms. Goshert is also an instructor at Cal State University's Los

Angeles and Cal State University‒Long Beach for the Child Development bachelor's degree program. Throughout the years, she has presented at dozens of local and national conferences on topics related to the hospitalized child and patient- and family-centered care.

Katherine Gottlieb, MBA, President and Chief Executive Officer, Southcentral Foundation, was the first Alaskan and first Alaska Native to be named a MacArthur Fellow in 2004. She supervises six divisions and under her leadership, the organization has grown from an annual operating budget of \$3 million to \$125 million. She serves on several boards, including the Alaska Native Heritage Center and the Alaska Federation of Natives.

Jonathon R. Gray, MB, ChB, Director, National Institute for Improvement and Innovation, New Zealand, has more than 20 years of experience in the field of health and is an expert in health care improvement and innovative service development. He is joint director of 1000 Lives Plus, a five-year program to improve patient safety and reduce avoidable harm across NHS Wales. In 2009, Professor Gray was appointed Cardiff University's first designated chair responsible for driving forward research in health care improvement and patient care. Since 2006, he has held the position of Director of Healthcare Improvement at Public Health Wales. He is also an Honorary Senior Lecturer in Medical Genetics at the University of Wales, Cardiff. In 2005, he completed a fellowship at the Institute for Healthcare Improvement, focusing on quality improvement and patient safety, and gained an Advanced Medical Leader Award (BAMM) and a Masters in Public Health from Harvard.

Kyle L. Grazier, is Professor and Chair of the Department of Health Management and Policy, Professor of Psychiatry, and Director of Evaluation for Michigan Institute for Clinical and Health Research at the University of Michigan. With support from the National Institutes of Health (NIH) and foundations, she studies the impact of structural and process changes in health care financing on behavioral health, health status, and quality of care. Ms. Grazier serves on several NIH panels and on the National Committee for Quality Assurance Technical Advisory Board. Her graduate studies in engineering, public health, and finance were at the University of Notre Dame, the University of California at Berkeley, and Johns Hopkins University.

Joan M. Grebe, MA, OT, AICF, Improvement Advisor (IA), Institute for Healthcare Improvement, currently supports the IHI Sepsis Collaborative. She was previously the IA for the IHI High-Risk and Critically Ill Patient Community and Assistant Director for IHI in the National Vascular Access Improvement Initiative "Fistula First" project, conducted in conjunction with the Centers for Medicare and Medicaid Services and the End Stage Renal Disease Networks. In addition to her work with IHI, she is an independent health care consultant specializing in process and clinical improvement, facilitating quality improvement teams, and educating others about quality improvement tools and techniques. Ms. Grebe began her work in health care more than 20 years ago as an occupational therapist and rehabilitation administrator in a variety of settings.

Sharon Greenberg, PhD, Education Consultant, Carnegie Foundation for the Advancement of Teaching

Frances A. Griffin, RRT, MPA, Senior Manager of Clinical Programs, BD, became faculty for the Institute for Healthcare Improvement (IHI) in 1999 and was full-time staff from 2002 to 2010. Her IHI roles included supporting patient safety and reliability content development, directing collaborative and innovation projects, and serving as faculty for the 100,000 Lives and 5 Million Lives Campaigns. She is a co-developer of the IHI Global Trigger Tool. Ms. Griffin is a Registered Respiratory Therapist with 20 years of hospital experience, including administrative oversight for quality, case management, and other related departments. She is author of numerous articles related to patient safety and quality improvement in health care and co-author of "Patient Safety and Medical Errors," a chapter in The Healthcare Quality

Book: Vision, Strategy, and Tools (2nd edition).

Christina Gunther-Murphy, Operations Manager, Hospital Portfolio, Institute for Healthcare Improvement (IHI), is responsible for the portfolio operations, including the Improvement Map for hospitals. Previously she was the manager of the IHI 5 Million Lives Campaign. In this role, she managed the day-to-day operations and general strategy for the Campaign. Prior to joining IHI, Ms. Gunther-Murphy worked at IHI's sister-organization, the National Initiative for Children's Healthcare Quality (NICHQ), where she directed a national initiative to engage the health care system in providing optimal care to prevent, identify, and treat childhood obesity. She also managed national initiatives on pediatric health care quality, newborn care, and pediatric asthma. Ms. Gunther-Murphy has a background in research in childhood development, ADHD, and conduct disorder.

David H. Gustafson, PhD, Director NIATX & TECC and Research Professor, University of Wisconsin-Madison, is also Director of the National Cancer Institute designated Center of Excellence in Cancer Communications. In addition, he serves as Director of the Network for the Improvement of Addiction Treatment. His research focuses on the use of systems engineering methods and models to predict and explain individual and organizational change. Developer of CHES (the Comprehensive Health Enhancement Support System), Dr. Gustafson's randomized control trials and field tests of CHES help understand acceptance, use, and impact of eHealth on quality of life, behavior change, and health services utilization. He is a fellow and past board vice-chair of the Institute for Healthcare Improvement.

Pete Gutierrez is the Administrative Director for the primary care division of Denver Health known as Denver Community Health Services. He has operational responsibilities for a 21-site, 700-employee medical group serving over 115,000 patients annually. One of the largest and oldest community health centers in the country, this nationally recognized safety net organization won the 2006 Earnest Codman Quality Award from The Joint Commission and was the first health care entity to win the Lean manufacturing Shingo Prize for Operational Excellence Bronze Medallion in 2011. Prior to his current position, Mr. Gutierrez led private and public primary and specialty medical groups for 15 years.

Jennie Chin Hansen, President-Elect, American Geriatric Society

Carol Haraden, PhD, Vice President, Institute for Healthcare Improvement (IHI), is a member of the team responsible for developing innovative designs in patient care. She leads the IHI portfolio of patient safety programs in the UK and Europe, serves as the IHI advisor on safety program development with the NHS Institute, and is the executive lead for IHI's Patient Safety Executive Development Program. She developed and led The Health Foundation sponsored Safer Patients Initiative One and Two in the UK and currently leads the IHI team developing The Safer Patients Network, a three-year project to improve patient safety in the UK. Dr. Haraden also leads the IHI team in the transformation of country-wide patient safety in acute care in Scotland and Denmark. She has been a dean in higher education, clinician, consultant, and researcher. Dr. Haraden has published several papers on measuring patient harm, improving intensive care outcomes, and innovation in health care design. She recently served on the Institute of Medicine Committee, Engineering Approaches to Improve Health Care. She is a judge for several national quality awards, a member of The Joint Commission Sentinel Event Advisory Committee, and an associate editor for BMJ Quality and Safety journal.

Bernie Harrison, MPH (Hons), Grad Cert Med Ed, RN, RM, Director of Clinical Leadership Development and Training, Clinical Excellence Commission (CEC), Australia, is responsible for the clinical leadership programs and implementing clinical practice improvement training in New South Wales (NSW). She is also the program director for the CEC's Blood Watch Program, which is a transfusion medicine improvement program. Ms. Harrison is a clinical lecturer in the Faculty of Medicine at the University of Sydney and a Fellow at the Australian Institute of Health Innovation, where she is undertaking a PhD in

microsystem change and the improvement of red cell usage in cardiac surgery across NSW. In 2001, she was the Australian American Professional Fulbright Scholar.

Maribeth Hayes, RN, MS, Operations Improvement, Yale New Haven Health System

Martha Hayward, Lead for Public and Patient Engagement, Institute for Healthcare Improvement, is a founding board member of the nonprofit Women's Health Exchange. As a cancer survivor herself, she served on the Patient and Family Advisory Council of Dana-Farber Cancer Institute in Boston. Her career experience includes over 20 years in marketing and fundraising in the areas of health, politics, and education. As a partner at Donovan & Vicenti, a branding and web design firm on Boston's North Shore, Ms. Hayward works with a variety of small businesses and nonprofits. As Executive Director at The Partnership for Healthcare Excellence, she brought a particular focus on, and considerable experience in, the area of patient advocacy.

Linda A. Headrick, MD, MS, is Helen Mae Spiese Distinguished Faculty Scholar, Senior Associate Dean for Education and Faculty Development, and Professor of Medicine at the School of Medicine, University of Missouri–Columbia. She leads a dean's office team that supports all aspects of medical education, from pre-admissions through continuing medical education. In that role, she has enhanced the medical school's internationally recognized curriculum by emphasizing quality improvement and teamwork. Nationally, Dr. Headrick is the faculty lead for "Retooling for Quality and Safety," an Institute for Healthcare Improvement initiative supported by the Josiah Macy, Jr. Foundation, that has engaged six competitively-selected School of Medicine and School of Nursing partners in implementing innovative methods to integrate health care improvement and patient safety content into the required curricula.

Gerald B. Healy, MD, FACS, FRCS, FRCSI, Emeritus Gerald B. Healy Chair in Otolaryngology, Children's Hospital, Boston, is former Surgeon-in-Chief at Children's and currently Professor of Otolaryngology and Laryngology at Harvard Medical School. As a Senior Fellow at the Institute for Healthcare Improvement, he is focusing on surgical safety, peer-review, and quality and safety programming for department chairs. He has served as president of several associations and societies, including the Massachusetts Chapter of the American College of Surgeons and the American Society of Pediatric Otolaryngology, among others. Dr. Healy was previously Secretary and President of the American Laryngological Association, and Chairman of the Board of Regents and immediate past-president of the American College of Surgeons. He is an Honorary Fellow of the Royal College of Surgeons in both Ireland and England. An active scholar and lecturer, Dr. Healy publishes extensively in professional journals and books, and he lectures internationally on health care reform, patient safety, the need to restructure medical education, and international medical collaboration.

Priya N. Heatherley, MHA, Senior Project Manager and Director of Staff Development, National Initiative for Children's Healthcare Quality, has over seven years of experience in project management, health care operations, and consulting. Previously she was managing consultant with the Healthcare Strategy Division of the Bard Group/Navigant Consulting, where she managed and co-led multiple strategy projects with physicians, academic medical centers, and community-based hospitals. Her prior experience also includes serving as a hospital-based administrator, and as director of the Women's Health service line and Community Education, which included implementing quality improvement projects and coordinating expansion projects that successfully surpassed revenue goals.

Patricia Heinrich, RN, MSN, is an independent quality improvement consultant with 14 years of experience providing organizational and programmatic leadership and expertise in the science and methods of health care quality improvement and system change. Previously, she was Executive Program Director for the National Initiative for Children's Healthcare Quality (NICHQ) for ten years. An experienced educator and coach, she continues to lead NICHQ's perinatal and neonatal improvement programs. At

NICHQ, Ms. Heinrich developed and implemented multiple pediatric quality improvement and educational projects, focused on the most common issues affecting the care of children in primary care today. She is a champion for the involvement of families in every aspect of health care delivery, quality improvement, and leadership. She is also currently working with University of California at San Francisco Center for Health Professions, Cincinnati Children's Child Policy Research Center, the University of Rochester Medical Center, and the New York State Department of Health.

Göran Henriks, Chief Executive of Learning and Innovation, Kultorum, County Council of Jönköping, Sweden, has over 20 years of management experience in the Swedish health care system. Kultorum is a center for quality, leadership, and management development for County employees and for regional and national health care. He is a member of the Jönköping County Council Strategic Group, has been Jönköping's project director for the Pursuing Perfection initiative over the last four years, and is a Senior Fellow of the Institute for Healthcare Improvement (IHI). Mr. Henriks is part of the Strategic Committee of the International Forum on Quality and Safety in Healthcare organized by the British Medical Journal and IHI.

Harry S. Hertz, PhD, Director of the Baldrige National Quality Program, National Institute of Standards and Technology (NIST), is responsible for the Baldrige Performance Excellence Program that administers the Malcolm Baldrige National Quality Award. Previously, he served as the Program's Deputy Director. Dr. Hertz has been with NIST since 1973, originally as a research chemist, and then in a series of management positions, including Director of the Chemical Science and Technology Laboratory. He has made presentations to a wide variety of audiences on the Malcolm Baldrige Award, its criteria for measuring performance excellence, and on health care and education quality improvement. He has over 50 publications and holds one patent. Dr. Hertz has a keen interest in change management and the evolving definition of quality.

Jo Carol Hiatt, MD, MBA, Chair of the National Product Council, Kaiser Permanente (KP), also chairs KP's Inter-Regional New Technologies Committee. She is a partner in Southern California Permanente Medical Group (SCPMG) and is currently Assistant Medical Director, SCPMG Business Management. Dr. Hiatt chairs Southern California's Technology Deployment Strategy Team as well as the Oversight Committee for Integrated Medical Imaging. She joined KP as a general surgeon at Panorama City, later serving as Chief of Surgery at that location and member of the SCPMG Board of Directors. Dr. Hiatt received an undergraduate degree from Stanford University, a medical degree from Duke University, and an MBA from UCLA's Anderson School of Management.

Capt. Philip Higton, MBA, FRAeS, Training Director, Terema Limited, has been responsible for the preparation and delivery of training programs for more than 10,000 health care professionals. In his training role, he is engaged in projects with both primary and acute health care all over the United Kingdom and works with a wide range of employees within these organizations. He also works with the National Clinical Assessment Service in the field of behavioral markers in clinical assessment with particular reference to teamwork, and he contributes to several international studies where safety is the focus. He has been a commercial pilot for 34 years with British Airways and as part of Terema for the last 11 years.

Kate B. Hilton, MTS, JD, is Director of Organizing for Health, a project of ReThink Health. She designs campaigns, teaches organizing and leadership skills, and strategizes with leadership teams to take action toward the Triple Aim. Ms. Hilton is also a Principal in Practice for Leading Change at the Hauser Center for Nonprofit Organizations at Harvard University. She taught in Marshall Ganz's organizing course at Harvard Kennedy School in 2004 and 2009, and she co-designed and led the distance learning version of the course in 2010. She works closely with Ganz and Leading Change to design curriculum, lead trainings, teach courses, write articles, and coach teams in leadership skills and organizing strategy. Most recently,

Ms. Hilton served as the lead coach for a campaign to improve quality and lower costs in the National Health Service in England. She has coached and led trainings for IHI, ReThink Health, The Management and Leadership Development Program at Dartmouth College, and many others.

Steve Hines, PhD, Vice President for Research, Health Research and Educational Trust, oversees strategy and evaluation of AHRQ-funded national improvement efforts to reduce a healthcare-associated infections in hospitals and dialysis facilities. He also led the design of AHRQ's effort to promote their safety and quality resources to health care providers. Dr. Hines is very interested in how large-scale improvement campaigns can be designed and continuously modified to respond to the evolving needs of participants and changes in the external environment. He has previously led a High Reliability Organizing Learning Network for health care systems, developed a method for assessing the quality of care at the health system level, and has examined how public reporting of quality data can help drive improvement efforts.

Gary Hirsch, SM, has been consulting with organizations on management strategy and organizational change for the past 40 years, specializing in applying system dynamics and systems thinking. His work in health care has focused on the health of populations and prevalence and treatment of chronic illness, improving the performance of health care delivery systems, creating the capacity to respond to health emergencies such as disasters and pandemics, and improving oral health and delivering dental care. He is the co-developer of several simulation-based learning environments, including Health Care Microworld, Mastering the Transition to Capitation, and the HealthBound simulation created for the Centers for Disease Control and Prevention that enables users to try their hand at health reform. He is also President of the Metrowest Free Medical Program, an organization that provides care to people without health insurance.

Charles J. Homer, MD, MPH, President and CEO, National Initiative for Children's Healthcare Quality, is an Associate Professor of the Department of Society, Human Development, and Health at the Harvard University School of Public Health and an Associate Clinical Professor of Pediatrics at Harvard Medical School. He is a member of the Institute of Medicine's Pediatric Health and Quality Measurement Committee, chairs the Children's Measurement Advisory Panel for NCQA, is a technical advisor to the Commonwealth of Massachusetts Patient Centered Medical Home Initiative, and serves on the Performance Measurement Expert Panel of the Commonwealth of Massachusetts Health Care Quality and Cost Council. Dr. Homer was a member of the third US Preventive Services Task Force (2000-2002), and previously chaired the American Academy of Pediatrics Committee on Quality Improvement and its Steering Committee on Quality Improvement and Management.

Libby Hoy is Founder of Patient and Family Centered Care Partners, a resource organization for patient- and family-centered care on the West Coast. She has 18 years of experience navigating the health care system as the mother of three sons living with mitochondrial disease. Ms. Hoy began volunteering as a Parent Mentor in 1995 and has been working to improve health systems and empower parents and kids with special health care needs since that time. In her role as the first Family Advocate at Miller Children's Hospital, she developed the Parent Advisory Board and created the structure for the long-term integration of the patient and family voice within the organization. She recently completed the LEND Fellowship at USC University Center for Excellence in Developmental Disabilities. Ms. Hoy has been consulting to organizations for many years to promote patient- and family-centered care, and has presented at several national conferences on this topic.

Gordon C. Hunt, Jr., MD, Senior Vice President and Chief Medical Officer, Sutter Health, focuses on the identification, implementation, and diffusion of innovative patient safety and quality initiatives throughout the organization. Under his leadership, Sutter Health was an early implementer of bar code technology to reduce errors and an early adopter of the eICU[®], Sutter's award-winning electronic intensive care unit monitoring system. Dr. Hunt is also involved in the strategic implementation of Sutter's electronic

health record, which, when complete, will be one of the nation's largest implementations, connecting more than 5,000 physicians, 25 hospitals and millions of patients. He has extensive experience working with doctors, nurses, and other health care team members to develop patient-centered delivery groups, and an extensive background in medical group formation, hospital-physician partnerships, and the integration of hospitals, multispecialty medical groups, and IPAs. Previously, Dr. Hunt served as President of Pulmonary, Infectious Disease and Critical Care Consultants, and he was Chief of Staff at Sutter Medical Center of Sacramento.

Jacquelyn S. Hunt, RPh, PharmD, MS, Chief Quality and Information Officer, Bellin Health, leverages health information technology, process improvement, training and optimization to develop innovative approaches for improving the quality, health, and affordability of care across the continuum. She received her Doctor of Pharmacy from University of Texas, where she also completed a two-year residency in Pharmacotherapy and Ambulatory Medicine. She later received a master's in Research Design and Statistical Analysis from the University of Michigan. She was a 2008-2009 Merck Fellow at the Institute for Healthcare Improvement, where her studies emphasized organizational strategy and alignment, creating a connected patient experience across the care continuum, and the role of health IT.

Cindy Hupke, BSN, MBA, Director, Institute for Healthcare Improvement (IHI), currently supports the strategic partner relationship with the Indian Health Service as a Director of the Improving Patient Care initiative. She previously served as the National Director of the HRSA Health Disparities Collaborative for eight years, running six chronic care Collaboratives; co-directed an IHI Innovation Community in Planned Care; and served as a Director for six innovation pilots on prevention, diabetes prevention, cancer screening and follow-up, finance and redesign, perinatal and patient safety, and chronic disease. These initiatives have reached more than 800 health centers and clinics. Ms. Hupke also leads IHI's health disparities and equity work, and she is a key participant in developing the IHI Continuum portfolio of work.

C. Sherry Immediato, MPP, MBA, is President of Heaven & Earth Incorporated. She directs "Leading for Health," part of the ReThink Health initiative of the Fannie E. Rippel Foundation. Her work focuses on increasing health and well-being in complex systems. She previously served as President and Managing Director of the Society for Organizational Learning for ten years.

Donna C. Isgett, RN, MSN, Senior Vice President of Corporate Quality and Safety, McLeod Health, is responsible for the corporate oversight of the Quality and Safety division, which includes Clinical, Operational and Service Effectiveness/Excellence, Epidemiology, Risk Management, Case Management, and Physician Credentialing. Ms. Isgett is also Co-Chair of the Quality Operations Committee at McLeod and a member of the McLeod Community Board of Trustees. McLeod Health has received numerous quality awards, including the 2000 Governors Quality Award for the State of South Carolina, Premier's Award for Quality in 2003, the AHA McKesson Quest for Quality Award in 2010, and a Robert Wood Johnson Pursuing Perfection grant.

Brian Jack, MD, Professor and Vice Chair for Academic Affairs, Department of Family Medicine, Boston University School of Medicine/Boston Medical Center, is also Clinical Director of a Kellogg Foundation funded program in Lesotho that aims to improve the quality of district health services and where he has initiated a family medicine training program. He has served as a consultant to USAID, the World Bank, the US Department of State, and the Rockefeller Foundation on the development of primary care in Lesotho, Hungary, Albania, Jordan, Romania, and Vietnam. Dr. Jack has authored over 90 peer-reviewed papers or book chapters, and is the principal investigator on several grants. For his work to improve patient safety at hospital discharge (Project RED), he received the "Excellence in Patient Education Innovation" and the AHRQ "Patient Safety Investigator of the Month." In 2009, he was named to HealthLeaders magazine's "People Who Make Healthcare Better" list. He has also received the CDC "Partner in Public Health

Improvement" award and was listed among "Boston's Best Doctors" in 2010.

Diane Jacobsen, MPH, CPHQ, Director, Institute for Healthcare Improvement (IHI), is currently serving as content director for Project JOINTS (Joining Organizations in Tackling SSIs); directing the CDC/IHI Antibiotic Stewardship Initiative, and Expeditions on Antibiotic Stewardship and Sepsis; and serves as IHI content lead and Improvement Advisor for the California Healthcare-Associated Infection Prevention Initiative (CHAIFI). Ms Jacobsen also directed Expeditions on Preventing CAUTIs, Reducing *C. difficile* Infections, Improving Flow in Key Areas, and Improving Stroke Care. She was faculty for IHI's 100,000 Lives and 5 Million Lives Campaigns, directed IHI's Reducing Sepsis Mortality Collaborative, directed IHI Learning and Innovation Communities on Improving Flow Through Acute Care Settings, Reducing Surgical Complications, and Reducing Hospital Mortality Rates. She also served as co-Director of IHI's Spread Initiative. Ms. Jacobsen is an epidemiologist with experience in quality improvement, risk management, and infection control in specialty, academic, and community hospitals.

Brent C. James, MD, MStat, Chief Quality Officer, Intermountain Healthcare, is also Executive Director of the Institute for Health Care Delivery Research at Intermountain. His work in clinical quality improvement, patient safety, and the infrastructure that underlies successful improvement efforts is known internationally. Through the Intermountain Advanced Training Program in Clinical Practice Improvement, he has trained more than 2,200 senior physician, nursing, and administrative executives around the world in clinical management methods, with proven improvement results. Dr. James holds faculty appointments at the University of Utah School of Medicine, Harvard School of Public Health, and the University of Sydney, Australia, School of Public Health. He participated in many of the Institute of Medicine's seminal works on quality and patient safety, and he currently serves on several non-profit boards of trustees that are dedicated to clinical improvement.

Professor Sir Brian Jarman, OBE, FRCP, FRCGP, was Head of the Division of Primary Care and Populations Health Sciences in the Faculty of Medicine at Imperial College, London, and now heads Dr Foster Unit at Imperial College and advises Dr Foster Research, which calculates a wide range of international indices of health care, including the hospital standardized mortality ratio (HSMR), for hospitals in several countries. He has worked on the development of socioeconomic indicators of health status (the Under Privileged Area/UPA/Jarman score), on the provision of beds in London, and on hospital mortality rates. Professor Jarman has advised on primary care in numerous countries, was a member of the London Strategic Review Panel, and served as a panel member of the Bristol Royal Infirmary Inquiry on pediatric cardiac surgery deaths. He has been a member of the UK Department of Health's Advisory Committee on Resource Allocation since 1998, and he was president of the British Medical Association in 2003-04. Since 2001 he has worked with the Institute for Healthcare Improvement as a Senior Fellow on a part-time basis.

Kirk B. Jensen, MD, MBA, FACEP, Chief Medical Officer, BestPractices, Inc., has experience as a medical director for several emergency departments. He is a faculty member for the Institute for Healthcare Improvement (IHI) focusing on patient flow, quality improvement, and patient satisfaction both within ED and the hospital. He chaired IHI Learning and Innovation Communities on Operational and Clinical Improvement in the ED and Improving Flow in the Acute Care Setting. Dr. Jensen served on the expert panel and site examination team for the Robert Wood Johnson Foundation initiative, Urgent Matters. Dr. Jensen has expertise in workflow redesign, staff satisfaction, patient safety and satisfaction, and other topics related to patient flow, operations, and process improvement. He is co-author of the book, Leadership for Smooth Patient Flow. He presents nationally and coaches emergency departments across the US.

Daniel C. Johnson, MD, FAAHPM, Clinical Lead for Palliative Care, Kaiser Permanente Care Management Institute, is also the Physician Lead for Palliative Care Innovations and Development at KP-Colorado and a

practicing inpatient palliative care doctor. Dr. Johnson serves as the Director of the Life Quality Institute, an organization that has provided more than 120,000 hours of end-of-life education for health professionals and the public. He is a Soros Faculty Scholar for the Project on Death in America, and a graduate of the Harvard Program in Palliative Care Education and Practice. Dr. Johnson's publications and research interests include palliative care education, end-of-life care systems development, and complex symptom management.

Kerry Johnson is a founding partner and Chief Innovations Officer of Healthcare Performance Improvement (HPI), a consulting firm specializing in improving human performance and reliability in complex systems using evidence-based methods derived from high-risk industries. He has more than 25 years of experience improving reliability in nuclear power, transportation, manufacturing, and health care. Mr. Johnson specializes in safety culture and designing and implementing human performance reliability programs for large organizations, resulting in dramatically reduced event rates. He is now the lead consultant on several safety culture engagements for integrated health care systems. Prior to forming HPI, he was COO of Performance Improvement International, Technical Advisor and Assistant Engineering Manager for the Palo Verde Nuclear Generating Station, and Assistant Chief Test Engineer at the Pearl Harbor Naval Shipyard.

Laura Johnson, MD, Associate Director of Infection Prevention, Henry Ford Health System, has participated in efforts to decrease hospital-acquired infections, including catheter-related bloodstream infections in the inpatient setting and in the outpatient dialysis setting. She is also a practicing infectious disease physician at Henry Ford Hospital. After completing an internal medicine residency at Wayne State University in Detroit, she received infectious disease training at Beth Israel Deaconess Medical Center in Boston.

Jason Jones, PhD, Research Scientist, Department of Research and Evaluation, Southern California Permanente Medical Group, holds adjunct faculty positions in the Department of Biomedical Informatics at the University of Utah and the School of Policy, Planning, and Development at the University of Southern California. His principle research interest is in improving patient care through improved clinical decision support. His methodological foci include high performance clinical prediction modeling through the secondary uses of administrative and clinical data. Dr. Jones' recent clinical foci include acute kidney injury, pneumonia, sepsis, and VTE thromboprophylaxis.

Jack Jordan, Deputy Director, Partnership for Patients, Center for Medicare and Medicaid Innovation, is a leader of the efforts to reduce hospital-acquired conditions. Formerly he was Administrator of Quality Initiatives at Henry Ford Health System (HFHS), where he had a key role in the organization-wide quality improvement strategy for 14 years. His responsibilities included project management and internal consultation on improvement and measurement with senior leaders, managers, and frontline teams. Mr. Jordan led improvement projects on mortality reduction, surgical care improvement, tight glycemic control, ICU improvement, surgical care, implementing rapid response teams, and a No Harm campaign to reduce iatrogenic harm. He also developed the system-wide quarterly report on quality for the HFHS board and senior leadership. Prior to Henry Ford, he worked at General Motors Powertrain product engineering, where he was involved in developing a quality program for technology development and supporting the organizational efforts to apply the ideas of W. Edwards Deming.

Victoria Jordan, PhD, Director of Quality Measurement and Engineering, MD Anderson Cancer Center, specializes in applied statistics and quality improvement. She currently leads Quality Engineering and Clinical Informatics within the Office of Performance Improvement. Quality Engineering provides expertise to the organization in process and system improvement by applying quality tools and methodologies. Clinical Informatics provides accurate and timely process and outcomes data (internal and comparative) to process owners in support of the needs of the EVP of Clinical Operations, the EVP of Research, and

Division Heads. Dr. Jordan's research interests include statistical quality control, Six Sigma, process optimization, mathematical simulation of patient flow, and applied statistics. She is the co-author of the textbook, *Design of Experiments in Quality Engineering*, author of several peer-reviewed articles, and an Adjunct Professor in Industrial Engineering at the University of Houston.

Maulik S. Joshi, DrPH, President, Health Research and Educational Trust, is also Senior Vice President of Research at the American Hospital Association. Previously he was President and CEO for the Delmarva Foundation, a not-for-profit quality improvement organization with over 300 employees dedicated to improving health. Dr. Joshi was previously Vice President at the Institute for Healthcare Improvement, Co-Founder and Executive Vice President of DoctorQuality, Inc., Senior Director of Quality for the University of Pennsylvania Health System, and Executive Vice President for The HMO Group.

Andrea Kabcenell, RN, MPH, Vice President, Institute for Healthcare Improvement (IHI), is on the research and development team and leads the portfolio of programs to improve performance in hospitals. Since 1995, she has directed Breakthrough Series Collaboratives and other improvement programs, including Pursuing Perfection, a national demonstration funded by The Robert Wood Johnson Foundation designed to show that near perfect, leading-edge performance is possible in health care. Prior to joining IHI, Ms. Kabcenell was a senior research associate in Cornell University's Department of Policy, Analysis, and Management focusing on chronic illness care, quality, and diffusion of innovation. She also served for four years as Program Officer at The Robert Wood Johnson Foundation.

Michael Kanter, MD, Medical Director, Quality and Clinical Analysis, Southern California Permanente Medical Group (SCPMG), is responsible for the regional coordination and support of medical care programs, quality assessment and improvement, utilization management, technology assessment, clinical practice guideline development, population care management, member health education, continuing and graduate medical education, and clinical research activities. He joined SCPMG as a pathologist at Woodland Hills Medical Center, where he later served as Assistant to the Area of Associate Medical Director.

Gary S. Kaplan, MD, FACP, FACMPE, Chairman and CEO, Virginia Mason Medical Center, is also Clinical Professor at the University of Washington and has been recognized for his service and contribution to many regional and national boards. Under Dr. Kaplan's leadership, Virginia Mason has received significant national and international recognition as a leader in deploying the Toyota Production System to improve quality, safety, and efficiency, including being named one of the top 37 hospitals and top eight children's hospitals in the nation by the Leapfrog Group for the fourth consecutive year. He is a founding member of Health CEOs for Health Reform, Chair of the National Patient Safety Foundation, and a member of the Lucian Leape Institute. Dr. Kaplan has received several awards, including the John M. Eisenberg Award from the National Quality Forum and The Joint Commission for Individual Achievement, the Harry J. Harwick Lifetime Achievement Award from the MGMA and ACMPE, and he was named one of Modern Healthcare's most influential US physician leaders in health care.

Heather Kaplan, MD, MSCE, Assistant Professor of Pediatrics, Perinatal Institute/Division of Neonatology and the James M. Anderson Center for Health Systems Excellence, Cincinnati Children's Hospital Medical Center, currently practices as a neonatologist and serves as an advisor for two perinatal quality improvement collaboratives. In addition, Dr. Kaplan conducts implementation and improvement research focused on understanding and changing care delivery to improve outcomes. Funded by the Robert Wood Johnson Foundation, she has recently completed a study exploring the characteristics of the people, organizations, environment, and processes involved in quality improvement efforts in order to understand how these factors impact success.

David Kelly, MD, Physician, Bon Secours Medical Group

Linda K. Kenney, Founder and President, Medically Induced Trauma Support Services (MITSS), founded MITSS as the result of a personal experience with an adverse medical event, after which she identified the need for support services following such events and outlined an agenda for change. She is a tireless activist for patient, family, and clinician rights, becoming a nationally and internationally recognized leader in the patient safety movement who speaks regularly at health care conferences. Ms. Kenney is the first consumer graduate of the prestigious HRET/AHA Patient Leadership Fellowship, and a recipient of the National Patient Safety Foundation's Socius Award in recognition of her effective partnering in pursuit of patient safety. She co-authored numerous publications on the emotional impact of adverse events on patients, families, and clinicians. She serves on the boards of the National Patient Safety Foundation and Planetree, in addition to several task forces and committees.

George F. Kerwin, FACHE, President and Chief Executive Officer, Bellin Health, previously served as Senior Vice President and Chief Operating Officer. He is a fellow of the American College of Healthcare Executives, and a board member of the Green Bay Packers and Wisconsin Hospital Association. Mr. Kerwin was Chairman of the Board of Directors of the Green Bay Area Chamber of Commerce. He earned his MBA from the University of Wisconsin-Oshkosh and his bachelor's degree in Business Administration from the University of Notre Dame.

Janhavi Kirtane, MBA, Director of Clinical Transformation, Beacon Community, Office of the National Coordinator

Julie A. Kliger, MPA, BSN, Principal and CEO, The Altos Group, has established herself as a leading voice on health care quality improvement over the last 26 years in areas such as professional practice redesign, medical error reduction, improving sepsis care, systems improvement, and provider professionalism. Her current program portfolio includes multiple private and public institutions such as The University of California at San Francisco Medical Center, Stanford University Hospital, Kaiser Permanente Medical Centers, Daughters of Charity Health System, and others. Ms. Kliger's work in practice redesign in health care has been nationally recognized. In 2007 she established The Altos Group, an organizational improvement and management advisory firm that works exclusively with health care organizations to help them achieve improvements in care by developing front-line clinician leadership skills. She is a frequent speaker at national conferences and author of several peer-reviewed journal articles and other notable publications.

Wendi A. Knapp MD, MA, FACP, Hospitalist, Palo Alto Foundation Medical Group, is also the Physician Champion for the Variation Reduction Project. She studied medicine at the University of Kansas School of Medicine and completed her Internal Medicine Residency and Chief Residency at the University of California, Davis. Initially Dr. Knapp practiced in rural Kansas, where she was clinical faculty for Kansas University, and she later served as Associate Program Director for the Internal Medicine Residency at Kaiser Permanente in Sacramento. Her professional experience includes Community and Graduate Medical Education, grant writing, and teaching in high school.

Peter J. Knox, Executive Vice President, Bellin Health, has been associated with Bellin Health for 30 years and currently he is responsible for the medical group division; employer strategies; women's, children's and senior's brands; clinical integration strategy; and the orthopedic sports medicine program. Bellin has been on the leading edge of quality and achievement of performance results for many years. In addition to his role at Bellin, Mr. Knox pursues his passion for helping organizations achieve strategic results as CEO of SFW consulting company and he is a Senior Fellow at the Institute for Healthcare Improvement. He is author of two books, *The Business of Healthcare* and *Destination Results*.

Clifford Ko, MD, MS, MSHS, FACS, Director of the Division of Research and Optimal Patient Care,

American College of Surgeons (ACS), is also Director of the ACS National Surgical Quality Improvement Program (ACS NSQIP). He oversees the quality improvement programs in the Division, which includes the Bariatric Surgery Centers Network, the Cancer Accreditation program, the Trauma Verification program, and the ACS NSQIP. Dr. Ko is an operating surgeon with a practice focusing on patients with colorectal cancer. He is a Professor of Surgery at UCLA who has won the Faculty Teaching Award three times, and he was recently recognized as one of the Best Doctors in America. Dr. Ko focuses much of his work on surgical quality of care, policy-relevant evaluation, and improvement. He has performed numerous investigations and has received peer-reviewed funding from the National Institutes of Health, the Centers for Disease Control and Prevention, the American Cancer Society, and others. He has published numerous articles and book chapters, is a frequent speaker nationally and internationally, and has served on several advisory panels for improving patient care.

Karen E. Koch, PharmD, MSHA, is the Organizational Performance Administrator for North Mississippi Health Services (NMHS). She collaborates with leaders and staff to ensure NMHS provides optimal population-focused care. Dr. Koch coordinated North Mississippi Medical Center's (NMMC) Baldrige journey from 2003 through 2006, resulting in NMMC being awarded Baldrige recognition in 2006. She continues to be responsible for integrating the Baldrige framework at NMHS. Dr. Koch began her career as a clinical pharmacist and has multiple publications related to pharmacy quality.

Uma Kotagal, MBBS, MSc, Senior Vice President for Quality, Safety and Transformation, Cincinnati Children's Hospital Medical Center, is a neonatologist who has an interest in health services research. She is the Executive Director of the James M. Anderson Center for Health Systems Excellence focused on the development, implementation, and study of interventions to improve the health of children. She was the leader of the hospital's participation in the Robert Wood Johnson Foundation Pursuing Perfection initiative. Dr. Kotagal is a member of the Institute of Medicine and a faculty member of the Institute for Healthcare Improvement.

David Kregenow, MD, has been in practice at Virginia Mason Medical Center since 2002. His areas of interest include physiology, acute lung injury, mechanical ventilation, education, and palliative care. He went to medical school at the University of Pennsylvania and trained at the University of Washington for residency and fellowship. Dr. Kregenow is board-certified in Pulmonary and Critical Care Medicine, and in Hospice and Palliative Care Medicine. As a board member of Med25 International, he is also interested in international medicine and equitable access to health and human services.

Lowell Kruse, Retired Chief Executive Officer, Heartland Hospital

Susan E. Kutner, MD, Chair, Interregional Breast Care Leaders, Kaiser Permanente, has also served as Chair of The Kaiser Permanente Northern California Breast Care Task Force since 1995. She currently serves on The Breast Cancer Fund Board of Directors and is the Co-Chair of the Science Advisory Panel. Dr. Kutner is a surgeon with a subspecialty practice in Breast Surgery at Kaiser Hospital in San Jose, where she was Chief of the Department of Surgery from 1996 to 2001. She is a recent graduate of the Intermountain Health Advanced Training program in Health Care Delivery Improvement.

David Labby, MD, PhD, Medical Director, CareOregon, is also Director of Clinical Support and Innovation. He leads the plan's care management program, CareSupport, which focuses on improving outcomes for members at highest risk. In addition, he leads CareOregon's Primary Care Renewal initiative to help providers build multidisciplinary team medical homes in their practices.

Peter Lachman, MD, MPH, FRCPC, Associate Medical Director and Consultant in Service Redesign and Transformation, Great Ormond Street Hospital for Children NHS Trust, UK, joined Great Ormond Street Hospital and the Royal Free Hospital in 2005 as he was taking up a Health Foundation Improvement

Fellowship at the Institute of Healthcare Improvement (IHI) in Cambridge, Massachusetts. While in Boston, he earned his MPH at the Harvard School of Public Health. He spent time at IHI learning about quality improvement and safety from leading theorists in the field. His current interests are in transforming health care organizations to become safer and more effective.

Laura Landy, MBA, President and CEO, The Fannie E. Rippel Foundation, is founder and Chair of ReThink Health, a Foundation initiative which convenes and challenges renowned change leaders and experts from within and outside of health care to bring new thinking to how we improve population health, provide better quality care, and lower costs. ReThink Health's action-research projects develop models and tools to foster the leadership and environments required for successful innovation and sustainable change. As President of Applied Concepts, a consulting firm she established in 1983, Ms. Landy brought business and strategic thinking to the interface between social issues and market dynamics in the areas of health, higher education, financial services, social services, and culture. Her health-related activities included a multi-year relationship with Pfizer; the redesign of New Jersey's local public health system; a partnership with AT&T applying emerging technology to health care administration; redesign of an urban health care system; and the creation of strategic alliances between health, business, and cultural institutions. Ms. Landy created and directed the Institute for Nonprofit Entrepreneurship at NYU's Stern School of Business and served as Associate Director of NYU's Center for Entrepreneurial Studies. She was recently elected a Fellow of the New York Academy of Medicine.

Gerald J. Langley, MS, Statistician and Consultant, Associates in Process Improvement, is also a Senior Fellow of the Institute for Healthcare Improvement (IHI). He has served as faculty for IHI improvement initiatives on improving medication safety, innovations in planned care, improving service in health care, and the Triple Aim initiative to simultaneously improve the care experience and population health while reducing total cost. He has also supported a number of large-scale improvement initiatives, including the HRSA Health Disparities Collaborative and Improving Patient Care for the Indian Health Service. His expertise with data and computers plays a key role in his consulting work and research. Mr. Langley has authored numerous articles on sampling and survey design, modeling, and fundamental improvement methods, and he is a co-author of The Improvement Guide.

Helen Lau, RN, MHROD, BSN, BMus, Regional Director, Hospital Improvement, Kaiser Permanente Southern California, has experience in health care administration and leadership roles in quality and nursing. Currently, she is serving at the National Quality Foundation as a member of the SRE Steering committee and the Common Formats Expert Panel. From 2001 to 2003, she was appointed by the US Department of Commerce to serve as an examiner on the National Malcolm Baldrige Quality Award program. Ms. Lau has a BMus from San Francisco Conservatory of Music and a Masters in Human Resource and Organizational Development from the University of San Francisco.

Tuan Le, MD, Director for Nephrology Business, Kaiser Permanente – South Bay

Sue Leavitt Gullo, RN, BSN, MS, Managing Director, Institute for Healthcare Improvement (IHI), brings 30 years of health care experience to her current roles, which include work in IHI's national and international patient safety work, and IHI's faculty for leadership and patient safety. She is the Director of the Perinatal Improvement Community and The Safer Patient Project in Denmark. Prior to joining IHI, Ms. Gullo was the Director of Women's Services at Elliot Hospital in New Hampshire. Her prior nursing roles included experience in the frontline clinical areas of maternal-child health, oncology, and medical-surgical nursing. Ms. Gullo has also been active as national faculty in obstetrical care for the last 15 years. Her involvement with IHI dates back to 1995 as a participant in the IHI Breakthrough Series on Improving Maternal and Neonatal Outcomes and continued as IHI faculty until she joined the IHI staff in 2005.

Jason Leitch, DDS, MPH, is the National Clinical Lead for Quality in Scotland. He is on secondment from

his academic job as a clinical lecturer and an Honorary Consultant in oral surgery at the University of Glasgow Dental Hospital and School in Scotland for five years. He was a 2005-06 Health Foundation Quality Improvement Fellow at the Institute for Healthcare Improvement.

Michael Leonard, MD, Physician Leader for Patient Safety, Kaiser Permanente, is also a Principal in the Clinical Group at Pascal Metrics. Prior to his current position at Kaiser Permanente, he served as Chief of Anesthesia, Chief of Surgical Services, and Chairman of the Board of Directors. Dr. Leonard is a cardiac anesthesiologist by training. He has also worked with the University of Texas Human Factors Research Project to incorporate the human factors lessons learned in other high-risk industries into medical patient safety. He has lectured widely and worked with many health care systems to improve the safety and quality of medical care.

Christiane Levine, RN, BSN, Manager of Quality for Surgical Services, Children's Healthcare of Atlanta, has been working at Children's for the past ten years, where she started in the emergency room as a Trauma Specialist and then worked in two critical care units. The majority of her work has focused on the elimination of preventable codes outside of the ICUs. She facilitated the implementation of Children's Rapid Response Team and the system-wide implementation of the Pediatric Early Warning Scoring System. With a multidisciplinary approach, the Children's system has seen a 76 percent decrease in preventable codes over four years and still continues to push towards zero.

Ann M. Lewis, Executive Director, CareSouth Carolina, Inc., has led this non-profit community health center from its inception in 1980 with a small staff of four serving a rural community of 800, to its current configuration of ten clinical offices staffed by over 265 employees that serves over 35,000 patients annually. Over the past seven years, she has served on the faculty for IHI Breakthrough Series Collaboratives and IMPACT Communities, and for the Bureau of Primary Health Care (BPHC) Health Disparities Collaboratives, providing training for senior leadership and the Care Model. From 2002-2004 she co-chaired a pilot Health Disparities Redesign/Finance Collaborative, and in 2005 she co-chaired the IHI National Forum. Ms. Lewis has served as advisor to the BPHC and American Psychological Association Task Force on Integration of Mental Health and Primary Care in Community Health Center Settings. Currently, she is faculty for the IHI/Department of Health and Human Services pilot collaborative, Innovations in Planned Care, for the Indian Health System.

Niñon Lewis Richartz, MS, is a Project Manager at the Institute for Healthcare Improvement (IHI). As part of her role at IHI since 2008, she has lead and facilitated IHI's New Business Development team, building and managing IHI's business development processes, in addition to developing large-scale programs and initiatives for the organization. She currently serves as a Project Manager for IHI's Triple Aim initiative. Prior to joining IHI, Ms. Richartz managed a national initiative launched by the Office of the US Surgeon General in partnership with the American Academy of Pediatrics to identify regional and community-based solutions to the nation's childhood obesity crisis. She also worked in the health communications field, participating in the development and implementation of national direct-to-patient education programs for the health care and food industries. Her experience includes program design and development, community coalition building and facilitation, program and brand management, grassroots organizing, and academic research in stakeholder engagement theory, community dialogue and collaboration. She is a member of the American Public Health Association and the National Communication Association.

Beth Lilja, MD, Head of the Danish Society for Patient Safety and the Unit for Patient Safety at the Copenhagen Hospital Corporation, is a leading opinion-former regarding the work with patient safety in Denmark. She is author and co-author of numerous scientific publications, books, and textbook chapters on patient safety. In 1997, she achieved recognition as a specialist in gynecology/obstetrics. Dr. Lilja is the recipient of numerous awards, including the Golden Scalpel in 2003 and a prize from the Danish

medical device industry in 2005. She is a frequent speaker on patient safety in Denmark and internationally. She currently serves on the Steering Committee of the WHO Collaboration Centre for Patient Safety, the JCI European Regional Advisory Council, and the JCI International Editorial Advisory Board, and she was previously a member of the Patients' Board of Complaints and the Danish Medicine Agencies Council of Adverse Drug Events.

Kerry Litman, MD, is a practicing family physician and Physician Quality Director at Kaiser Permanente Fontana Medical Center, which has successfully implemented many IHI-inspired improvement projects. He created the "Quality Bootcamp" series to improve peer review and has developed several Kaiser Permanente mortality reduction efforts, including the "e-Autopsy." He leads the Kaiser Permanente Southern California Regional Member Advisory Council and is the physician champion for the Fontana Medical Center's weekly Farmers' Market and Physician Hiking Club.

Eugene Litvak, PhD, President and CEO, Institute for Healthcare Optimization, is also an Adjunct Professor in Operations Management in the Department of Health Policy and Management at the Harvard School of Public Health, where he teaches the course "Operations Management in Service Delivery Organizations." He was a co-founder and previously Director of the Program for the Management of Variability in Health Care Delivery at the Boston University Health Policy Institute. Before joining Boston University Dr. Litvak was a faculty member at the Harvard Center for Risk Analysis. Since 1995 he has led the development and practical application of the innovative Variability Methodology (introduced by him and Dr. Michael Long), which has resulted in significant cost reduction and quality improvement in health care delivery systems. Dr. Litvak was a member of the Institute of Medicine Committee "The Learning Health Care System in America." He is also a member of the National Advisory Committee to the American Hospital Association for Improving Quality, Patient Safety and Performance and editor of the book, *Managing Patient Flow: Strategies and Solutions* (second edition). Dr. Litvak frequently presents as an invited lecturer at many national and international meetings and consults on operations improvement to several major hospitals.

Robert C. Lloyd, PhD, Executive Director, Performance Improvement, Institute for Healthcare Improvement (IHI), provides leadership in the areas of performance improvement strategies, statistical process control methods, development of strategic dashboards, and capacity-building for quality improvement. He also serves as faculty for various IHI initiatives and demonstration projects in the US and abroad. Before joining IHI, Dr. Lloyd served as the Corporate Director of Quality Resource Services for Advocate Health Care, Director of Quality Measurement for Lutheran General Health System, and spent ten years with the Hospital Association of Pennsylvania in various leadership roles. He has published numerous articles and is a frequent speaker on improvement theory and implementation, clinical outcomes, customer satisfaction, information systems, and quality leadership. His books include *Measuring Quality Improvement in Healthcare: A Guide to Statistical Process Control Applications*, and *Quality Health Care: A Guide to Developing and Using Indicators*.

Lucy W. Loomis, MD, MSPH, Associate Professor of Family Medicine at the University of Colorado Denver School of Medicine, is also director of Family Medicine at Denver Health, where she has been a leader in practice redesign for Denver Community Health Services, their network of federally qualified community health centers. She has over six years of training and experience in use of Lean systems analysis in the clinic setting to improve both operational efficiency and clinical quality, and a tool to transform the practices to patient-centered medical homes. She has presented on this work in multiple national venues. In 2011, Denver Health received The Shingo Prize Bronze Medallion for Operational Excellence for their work in Community Health, the first health care organization to be so recognized. Dr. Loomis has also worked in health center-based residency training as the founding director of the Denver Health track of the University of Colorado Family Medicine Residency, which was awarded a HRSA Primary

Care residency expansion grant.

Trina Lorch, MBA, Director, Institute for Healthcare Improvement

Katharine Luther, RN, MPM, Vice President, Hospital Portfolio Planning and Administration, Institute for Healthcare Improvement (IHI), is responsible for furthering IHI's work to help hospital leaders and staff achieve bold aims. Key to this work is developing strategic partnerships that leverage innovation, pilot testing, implementation, and continuous learning across organizations, systems, professional societies, and entire countries. Previously, she served as Executive Director at IHI, designing new programs to impact cost and health care quality. Ms. Luther has over 25 years of experience in clinical and process improvement, focusing on large-scale change projects and program development, system improvement, rapid cycle change, developing and managing a portfolio of projects, and working with all levels of health care staff and leaders. Her clinical experience includes critical care, emergency room, trauma, and psychiatry. Prior to joining IHI, she held leadership positions at the University of Pittsburgh Medical Center, MD Anderson Cancer Center, and Memorial Hermann–Texas Medical Center. She has experience in Lean and is a Six Sigma Master Black Belt.

Joanne Lynn, MD, MA, MS, directs the Center for Elder Care and Advanced Illness at the Altarum Institute. She has been a faculty member with the Institute for Healthcare Improvement, a researcher at RAND, and a Professor of Medicine and Community Health at Dartmouth Medical School and the George Washington University. Her work has focused on shaping American health care so that every person can count on living comfortably and meaningfully through the period of serious illness and disability in the last years of life, at a sustainable cost to the community. She has published more than 250 articles, and her dozen books include *The Handbook for Mortals*, a guide for the public; *The Common Sense Guide to Improving Palliative Care*, an instruction manual for clinicians and managers seeking to improve quality; and *Sick to Death and Not Going to Take It Any More!*, an action guide for policy makers and advocates. She is a member of the Institute of Medicine and of the National Academy of Social Insurance, a Fellow of the American Geriatrics Society and The Hastings Center, and a Master of the American College of Physicians.

Hugh MacLeod, MA, Canadian Patient Safety Institute

Wendy S. Madigosky, MD, MSPH, Associate Professor of Family Medicine and Director of the Foundations of Doctoring Curriculum, University of Colorado School of Medicine, is involved in the ongoing development of the patient safety and quality improvement curriculum for the interprofessional Anschutz Medical Campus. She is the Faculty Network Advisor for the Institute for Healthcare Improvement (IHI) Open School and advises the IHI Open School Chapter at the University of Colorado. Dr. Madigosky received her fellowship training in medical education through the University of Missouri-Columbia's Department of Family and Community Medicine. During her fellowship, her research assessed the effects of a patient safety and medical fallibility curriculum on medical student knowledge, skills, and attitudes using a pre/post/one-year follow-up survey design.

Lynne M. Maher, PhD, Interim Director for Innovation and Design, NHS Institute for Innovation and Improvement, UK, leads innovation for the Institute, exploring the practical application of new processes, methods, tools and techniques within the NHS to achieve transformational change for health services. She is the national sponsor for work on innovation process, which includes novel ways to achieve transformational change, experience-based design, and creating the culture for innovation to support leaders and front-line staff. She is a member of the Innovation Council formed by the Cabinet Office, a Fellow at the Health Service Management Centre at Birmingham University, and a Fellow of the Royal Society of Arts.

Peter Margolis, MD, PhD, is Professor of Pediatrics and Director of Research at the James M. Anderson Center for Health System Excellence at Cincinnati Children's Hospital Medical Center. His work encompasses the application and study of quality improvement methods in a broad range of areas, including primary and subspecialty care, communities, and public health settings, to improve the health outcomes of children, families, and communities. Dr. Margolis obtained his MD from New York University and his pediatric training at the University of Colorado, where he also served as Chief Resident in Pediatrics. He subsequently spent three years in the National Health Service Corps in Rochester and Los Angeles. He was a Robert Wood Johnson Clinical Scholar at the University of North Carolina (UNC) at Chapel Hill, where he also earned his PhD in Epidemiology. In 1994, Dr. Margolis was named a Robert Wood Johnson Generalist Faculty Scholar at UNC, where he also served on the faculty between 1991 and 2005.

Jennifer Mariotti, DO, Associate Vice Chair, Department of Medicine, Lehigh Valley Health Network (LVHN), is the physician facilitator of the quality improvement initiative, working with a leadership team to develop and foster improvement in all aspects of the clinical department. She is a board-certified General Internist, who works as a clinician-educator and Medical Director with the Residency clinic practice. In graduate medical education, Dr. Mariotti has served as Program Director of an Osteopathic Medicine Internship and as the LVHN Director of Osteopathic Medical Education, co-chairing the Graduate Medical Education Committee. As part of her work, she also assists the Institute for Healthcare Improvement (IHI) Open School to facilitate an international graduate medical education interest group related to quality improvement and postgraduate learners.

Melanie Mastanduno, BSN, MPH, Director of Quality Measurement, Dartmouth-Hitchcock Medical Center, was previously the project leader for their Quality Reports public web page that shows data on clinical outcomes, patient satisfaction, and charges for many hospital and ambulatory services. Her past projects have addressed managed care organizations, employer groups, and public agencies (CMS, state Medicaid, state health departments). She holds a professional nursing degree and also an MPH from The Johns Hopkins University School of Hygiene and Public Health.

Anne Matlow, MD, Medical Director of Patient Safety and Infection Prevention and Control, Hospital for Sick Children, is also Associate Director of the University of Toronto Centre for Patient Safety. She is passionate about improving the safety of pediatric care and has a particular interest in diagnostic safety. She led the Canadian Paediatric Adverse Event Study, the first of its kind to apply a comprehensive novel pediatric trigger tool to detect adverse events in hospitalized children. The results of the study will help shed light on the nature and relative burden of adverse events across the age spectrum in pediatrics. As a Trustee on the Board of the Canadian Patient Safety Institute, and co-founder and Chair of the Pediatric International Patient Safety and Quality Collaborative, she is privileged to be working with stellar colleagues determined to work together to make health care safer.

Douglas McCarthy, MBA, is Senior Research Adviser to The Commonwealth Fund and the Institute for Healthcare Improvement. He conducts qualitative research on state and local efforts to promote health system transformation, supports The Commonwealth Fund's scorecard project, and is a contributing editor to the bimonthly newsletter Quality Matters. Previously, he was president of Issues Research, Inc. His 25-year career has spanned research, policy, operations, and consulting roles for government, corporate, academic, and philanthropic organizations. He has authored and coauthored reports and peer-reviewed articles on a range of health care-related topics, including 50 case studies of high-performing organizations and initiatives. A Chartbook on the Quality of Health Care in the United States, coauthored with Sheila Leatherman, was named by AcademyHealth as one of 20 core books in the field of health outcomes.

Jesse McCullough, PharmD, is one of Rite Aid Pharmacy's Clinical Services Field Managers, based in Pennsylvania. A graduate of the University of Pittsburgh, School of Pharmacy, he previously worked for Thrift Drug, Eckerd, and Brook/Eckerd Pharmacy. He joined Rite Aid in 2007, where his responsibilities include the development and execution of various clinical initiatives such as immunization and MTM programs, in addition to two Pharmacy Quality Alliance demonstration projects.

Michael D. McGinnis, PhD, is Director of the Managing the Health Commons research project, a member of ReThink Health, and Director of the Workshop in Political Theory and Policy Analysis, an interdisciplinary research and teaching center focused on the study of institutions, development, and governance. McGinnis received a bachelor's in Mathematics from the Ohio State University in 1980 and a PhD in Political Science from the University of Minnesota in 1985, and he has been a member of the Political Science faculty at Indiana University–Bloomington since 1985. His research and teaching interests include public policy and institutional analysis, health care policy, humanitarian aid, global governance, and religion's effects on public policy.

Thomas McIlwain, MD, Vice President, Quality and Performance Improvement, St. Luke's Episcopal Hospital

Karen McKinley, RN, MBA, Vice President of Special Projects, Division of Quality and Safety, Geisinger Health System, is also a member of the Dartmouth Clinical Microsystem Resource and Development Group.

Chris McMullan, MPA, is the Director of Continuous Quality Improvement at Stony Brook University Medical Center. She served as an adjunct faculty member at the Harriman Business School and School of Professional Development at Stony Brook University. She was lead faculty for the Institute for Healthcare Improvement (IHI) Expedition, Early Warning Systems: The Next Level of Rapid Response, and faculty for the IHI Expedition on Sepsis Detection and Initial Management. She currently serves as Director for the IHI Expedition on Increasing Reliability of Heart Failure Core Processes. Ms. McMullan has held a variety of managerial positions in quality improvement and human resources.

Lynn McNicoll, MD, Hospital Consultant, University Medicine Foundation

Robert Mecklenburg, MD, Medical Director, Center for Health Care Solutions, Virginia Mason Medical Center, was previously Chief of Medicine at Virginia Mason and a health systems board member. He has served in the Food and Drug Administration, and currently serves in the Puget Sound Health Alliance and the Washington State multistakeholder health care collaborative. Dr. Mecklenburg has authored over 50 scientific papers in peer-reviewed journals and his work with employers has been featured in the Wall Street Journal. He trained at Northwestern University Medical School, University of Washington, and the National Institutes of Health.

Paul Melinkovich, MD, FAAP, is the Director of Community Health Services at Denver Health, one of the largest federally qualified health care networks in the US that was awarded the Shingo bronze award for operational excellence in 2011. He is a Professor of Pediatrics and Preventive Medicine at the University of Colorado School of Medicine. His professional interests include school and community health, immunization delivery, and process improvement.

Gregg S. Meyer, MD, MSc, Senior Vice President, Edward P. Lawrence Center for Quality and Safety, Massachusetts General Hospital and Massachusetts General Physicians Organization (MGPO), is a national leader in the area of quality and safety. Previously, he served as Medical Director of the MGPO, the largest physician group practice in New England, where he provided leadership to the organization's medical

management efforts. Dr. Meyer also served as Director of the Center for Quality Improvement and Patient Safety at the Agency for Healthcare Research and Quality, where he was responsible for conducting and supporting research on the measurement, improvement, and reporting of health care quality, including clinical performance measurement, patient safety issues, and consumer surveys. He took the lead position in articulating the Department of Health and Human Service's quality and safety agenda, and coordinating activity with other federal and non-governmental entities. He has served on numerous key committees related to quality and safety.

Dale Ann Micalizzi is an advocate for pediatric patient safety and transparency in medicine. She has experience in pediatric health care, preschool education, and child welfare. Following the death of her eleven-year-old son, Justin, in 2001 after a "simple" incision and drainage of an infected ankle, she has worked tirelessly to improve pediatric patient safety and transparency in health care. Her efforts focus on compassion and support for grieving families, full disclosure of adverse events, and education and reform that will restore ethics and safety to medicine. She has presented as a faculty member for the Institute for Healthcare Improvement since 2005 and has acted as a consultant, speaker, and improvement advisor for numerous health care organizations, medical schools, and patient and family support programs. She is the founder of Justin's HOPE at The Task Force for Global Health (Child Survival and Development).

Bobby Milstein, PhD, MPH, Director of Systems Strategy and Programs, ReThink Health/The Fannie E. Rippel Foundation, both supports and studies innovations to improve health and health equity. He consults on the use of dynamic, democratic processes to transform health systems. With an educational background that combines anthropology, behavioral science, and systems science, he specializes in large-scale institutional change and understands the need to align multiple lines of action. He created the Hygeia Dynamics Policy Studio to provide a forum for diverse actors to acquire the foresight and motivation needed to craft powerful responses to pressing priorities. He also directs health system change initiatives for the Fannie E. Rippel Foundation and is a visiting scientist at the MIT Sloan School of Management.

Aunyika Moonan, PhD, CPHQ, Director of Quality Measurement Services, South Carolina Hospital Association, provides her expertise in epidemiological and quality techniques to member hospitals. She also develops, implements, and analyzes clinical measurement databases to support the work of the quality and patient safety initiatives and reports on patterns of health outcomes and quality of care. Dr. Moonan provides training for hospitals regarding measuring quality improvement in health care. She is the key contact for the South Carolina quality public reporting site and for the hospital subscription site, The Hospital Performance Dashboard. As a liaison for the Office of Research and Statistics, she works closely with the research staff regarding South Carolina's health data. Previously, she worked at the Carolinas Center for Medical Excellence as an Epidemiologist/Senior Analytic Associate.

Lisa Morrise, Patient and Family Centered Care Coordinator, Primary Children's Medical Center, co-facilitates the Family Advisory Council and coordinates family member advisors in various positions throughout the hospital. She became involved in health care advocacy after having three children with special needs, including her daughter who was born unable to breathe or swallow. For 20 years she has lobbied locally for health care issues, advocated for improvement in pediatric palliative care, served on the governing board of the local early intervention program, and served on the Primary Children's Medical Center Family Advisory Council. Her professional experience includes on-air announcer, research-promotion-marketing specialist, account executive, and broadcast management consultant. She taught Radio Programming, Communications, Public Speaking, and Consumer Behavior as an Adjunct Professor and currently teaches Media Management for Brigham Young University.

James Moses, MD, MPH, Director of Quality and Patient Safety, Department of Pediatrics, Boston Medical Center, also serves as one of the associate program directors in the Boston Combined Residency

Program in Pediatrics. In that role, he implemented and currently oversees the residency QI curriculum. This past year, he completed the Institute for Healthcare Improvement (IHI) Improvement Advisor training program. He is a graduate of the University of Chicago-Pritzker School of Medicine, and he completed his medical training at the Boston Combined Residency Program in Pediatrics at Children's Hospital Boston and the Boston Medical Center. He also trained as a fellow in the Pediatric Harvard Health Services Research Fellowship, where he attained his MPH in clinical effectiveness.

Stephen Muething, MD, Associate Professor, University of Cincinnati and Cincinnati Children's Hospital Medical Center, is also Assistant Vice President of Patient Safety. He has led efforts to reduce Serious Safety Events and implement the strategic plan to develop a culture of high reliability. Dr. Muething is a leader of statewide collaborative efforts and multi-institutional collaboratives focused on patient safety, and he has served as an expert on national panels. He teaches extensively on quality improvement and safety and serves as a mentor to faculty in these areas. Previously, he led improvement of acute care systems, focusing on evidence-based care, patient flow, and family-centered care. He was a leader of the team that began Family-Centered Rounds. Dr. Muething maintained a private pediatric practice in a small Indiana community for 13 years.

Sandra Murray, MA, Principle, Corporate Transformation Concepts, is an independent consultant who concentrates her work in the area of effectively using process improvement methods to get strategically vital results. She has been an Improvement Advisor with the Institute for Healthcare Improvement (IHI) since 2002, working in the areas of patient safety, as faculty for IHI's Breakthrough Series College, and as past Director and current faculty for IHI's Improvement Advisor Professional Development Program.

Denise Myers, RN, MS, CNAA, CPHRM, Director of Risk Management, Monongalia General Hospital

David B. Nash, MD, MBA, is the Founding Dean at the Jefferson School of Population Health (JSPH) of Thomas Jefferson University in Philadelphia. JSPH provides innovative graduate degree programs in Public Health, Healthcare Quality and Safety, Health Policy, Chronic Care Management, and Applied Health Economics. Dr. Nash is a board-certified internist who is internationally recognized for his work in outcomes management, medical staff development, and quality-of-care improvement. Through publications, public appearances, his blog, and an online column on MedPage Today, Dr. Nash reaches more than 100,000 persons every month.

Ronald A. Navarro, MD, Assistant Area Medical Director of Surgical Services, Kaiser Permanente South Bay Medical Center, joined Kaiser Permanente as an orthopedist and sports medicine specialist in 1997 after a fellowship in shoulder, arthroscopy, and sports medicine from the University of Pittsburgh. He earned his bachelor's degree in Biology at the University of California, Santa Barbara, his medical degree from the University of Illinois College of Medicine, and completed his Orthopedic training at Harbor General – UCLA Medical Center. Dr. Navarro has also completed fellowships in shoulder, arthroscopy, and sports medicine from the University of Pittsburgh, and in joint replacement from UCLA/Sepulveda VA Medical Centers.

Sallie Neillie, MS, Executive Director, King County Project Access, previously served as Director of Health Access for Washington Health Foundation. In this role, she worked with numerous communities throughout the state to improve access to health services for the uninsured and underinsured. She joined the Foundation after 16 years of experience with Group Health Cooperative, a large Seattle-based staff model HMO, where she held a number of positions in both the health care delivery system and in the insurance division.

Eugene C. Nelson, DSC, MPH, Professor of Community and Family Medicine, The Dartmouth Institute for Health Policy and Clinical Practice, Dartmouth Medical School, is also Director of the Population Health

Measurement Program at The Dartmouth Institute and Director of Population Health and Measurement at Dartmouth-Hitchcock Medical Center. He is a national leader in health care improvement and the development and application of measures of quality, system performance, health outcomes, value, and patient and customer perceptions. In the early 1990s, Dr. Nelson and his colleagues at Dartmouth began developing clinical microsystem thinking. His work to develop the "clinical value compass" and "whole system measures" to assess health care system performance has made him a well-recognized quality and value measurement expert. He is the recipient of The Joint Commission's Ernest A. Codman Award for his work on outcomes measurement in health care. Dr. Nelson, who has been a pioneer in bringing modern quality improvement thinking into the mainstream of health care, helped launch the Institute for Healthcare Improvement and served as a founding board member. He has authored over 150 publications and is the first author of three recent books: *Quality by Design: A Clinical Microsystems Approach*, *Practice-Based Learning and Improvement: A Clinical Improvement Action Guide* (second edition), and *Value by Design: Developing Clinical Microsystems to Achieve Organizational Excellence*.

Zeev Neuwirth, MD, Chief, Clinical Effectiveness and Innovation, Harvard Vanguard Medical Associates/Atrius Health, is responsible for bringing innovative redesign to improve health care delivery. Previously, he was Chief of Internal Medicine at Harvard Vanguard's flagship Kenmore practice. Dr. Neuwirth began his career as an academic general internist with a particular focus on doctor-patient communication and relationship-centered care. His articles on humanism in health care have been published in medical journals as well as in the *New York Times* and *Newsweek*, and his efforts to change the culture of health care have been featured in *Forbes*, *Fast Company*, *WebMD*, the *Yale School of Management Journal*, and *The Boston Globe*. The focus of much of his work over the past decade has been in team building, leadership development, organizational change and health care strategy. In addition to his medical training, Dr. Neuwirth is a certified family and group therapist, having trained at the renowned Ackerman Institute for the Family.

Gail A. Nielsen, BSHCA, FAHRA, Director of Learning and Innovation, Iowa Health System, is responsible for leveraging system-wide knowledge capital and building capacity for transformational change that will take Iowa Health to a new level of performance in quality and safety. She is a George W. Merck Fellow, Patient Safety Scholar, and faculty of the Institute for Healthcare Improvement (IHI). Ms. Nielsen is lead faculty for IHI's work in *Reducing Readmissions Through Redesigning Transitions in Care* across four states.

Kevin Nolan, MA, Statistician and Consultant, Associates in Process Improvement, is also a Senior Fellow at the Institute for Healthcare Improvement (IHI). He has focused on developing methods and assisting organizations in accelerating their rate of improvement, including the spread of new ideas. He has worked with manufacturing, service, and health care organizations, both in the public and private sectors. Mr. Nolan has served as faculty for several IHI Breakthrough Series Collaboratives and Innovation Communities, including *Improving Flow Across Acute Care Settings* and *Improving Performance in the Emergency Department*, as well as for large spread projects. He is a co-author of the book, *The Improvement Guide: A Practical Approach to Improving Organizational Performance*, and co-editor of the book, *Spreading Improvement Across Your Health Care Organization*.

Thomas Nolan, PhD, Statistician and member, Associates in Process Improvement, is also a Senior Fellow and member of the Institute for Healthcare Improvement (IHI) executive team, where his primary responsibility is the oversight of the research and development initiatives. Over the past 20 years, he has assisted organizations in the US, Canada, and Europe in many different industries, including health care, manufacturing, trucking, construction, and professional services such as law, architecture, and environmental consulting. His health care experience includes helping integrated systems, hospitals, and medical practices accelerate the improvement of quality and the reduction of costs in clinical and

administrative services. Mr. Nolan has directed several IHI strategic initiatives, including the Triple Aim. He has authored books and peer-reviewed papers on quality and safety. In 2000, he received the Deming Medal from the American Society for Quality.

Gordon K. Norman, MD, MBA, Executive Vice President, Chief Innovation Officer, Alere, Inc., works to identify and leverage diagnostic and monitoring technologies, innovative health services, and new business models to advance consumer empowerment for better health. His current focus is on collaborative relationships with physicians and hospitals to support patient-centered, accountable care. Since joining the company in 2005, he has held business development, chief medical officer, and chief science officer roles.

Jeff A. Norton, BSME, MSME, Director, Office of Enterprise Quality and Safety, UK HealthCare (The University of Kentucky; Academic Medical Center), is responsible for quality and safety at a medium-sized academic medical center, a community hospital, and a large ambulatory clinic. He is an executive experienced with leading significant change, and his approach to driving change is systematic, practical and results focused. He has a background in engineering in the automotive manufacturing industry, where he previously worked as a Plant Manager. Prior to joining UK HealthCare, Mr. Norton served as a National Director for Catholic Health Initiatives, where he was responsible for improving patient safety across 72 hospitals. His work and its results have been published by AHRQ, ACPE, IHI, The Health Care Advisory Board, and JCAHO.

Patricia O'Connor, RGN, RGM, ADM, BSc, MBA, Head of Safety, Governance, and Risk, NHS Tayside, Scotland, led the Patient Safety Team to win the 2006 Top Team Award in NHS Scotland. She also managed development of the first accredited, organization-wide risk management system, the web-based SMART system that records risks, complaints, claims and adverse incidents. Ms. O'Connor is currently seconded part-time to the Scottish Government Healthcare Policy and Strategy Directorate as National Patient Safety Development Advisor. She is a UK faculty member for The Health Foundation Safer Patients Initiative. Her current research interests include evaluation of the impact of the Patient Safety Walkrounds within NHS Tayside.

Dennis S. O'Leary, MD, President, Joint Commission on Accreditation of Healthcare Organizations, has successfully transformed the accreditation process to incorporate care-related outcomes and process measures, as well as national patient safety goals. He has overseen the introduction of cutting-edge standards relating to patient safety, pain management, use of patient restraints, and emergency preparedness. Dr. O'Leary spearheaded the launch of Joint Commission public policy initiatives on the nurse staffing crisis, health professions educational reform, and the nexus between patient safety and the tort system, among others. Previously, he served as Dean for Clinical Affairs at the George Washington University Medical Center and Vice President of the George Washington University Health Plan.

Greg Ogrinc, MD, Associate Professor Community and Family Medicine, White River Junction VA Medical Center, is a general internist and the Senior Scholar for the White River Junction VA Quality Scholars Fellowship. He also serves as Director of the Office of Research and Innovation in Medical Education (ORIME), and an Associate Professor of Community and Family Medicine and of Medicine at Dartmouth Medical School. Dr. Ogrinc graduated from Case Western Reserve University School of Medicine in 1997 and completed his residency in internal medicine at MetroHealth Medical Center in Cleveland. He completed the VA National Quality Scholars Program at the White River Junction Veterans Hospital and his master's in Clinical Evaluative Sciences from Dartmouth Medical School in 2002. Dr. Ogrinc is the Director of the Quality Literature Program at Dartmouth, which developed the Standards for Quality Improvement Reporting Excellence (SQUIRE) guidelines, a standard structure for sharing improvement work through published literature.

Sir John Oldham, MB, ChB, MBA, Senior Partner, Manor House Surgery, UK, is a practicing physician who regularly conducts workshops and presentations internationally. Dr. Oldham successfully applied the Institute for Healthcare Improvement Collaborative method to primary care in the UK, and this work led to his appointment as head of the UK's National Primary Care Development Team. The Primary Care Collaborative was the largest improvement program in the world. Creator of the award-winning Healthy Communities Collaborative that included residents of deprived areas as the improvement team members, Dr. Oldham is now applying these techniques in education. In 2000 he received the OBE for services to patients and in 2003 he was awarded a knighthood for services to the NHS.

James E. Orlikoff, PhD, is President of Orlikoff & Associates, Inc., a consulting firm specializing in health care governance and quality. He is the National Advisor on Governance and Leadership to the American Hospital Association and Senior Consultant to the Center for Healthcare Governance. Involved in quality and governance issues for over 29 years, he has consulted with hospitals in six countries and worked with hospital and system governing boards to strengthen their overall effectiveness and oversight of quality and patient safety. He is a board member for Virginia Mason Health System and also chairs its Governance Committee.

John Ovretveit, BSc(hons), MPhil, PhD, C.Psychol, CSci, MHSM, Director of Research and Professor of Health Care Innovation, Medical Management Centre, The Karolinska Institute, Stockholm, is also Professor of Health Policy and Management at Bergen University Medical School, Norway. With expertise in health service quality, health management, organization evaluation, interprofessional cooperation, and health reforms, he has undertaken health evaluation and development projects in numerous countries. A theme underlying his work is how practical research can contribute both to better care for patients and to a "healthy work organization." A widely published author of scientific papers, he is a reviewer for and editorial board member of eight scientific health journals.

Elizabeth Oyekan, PharmD, Pharmacy Quality and Medication Safety Leader, Kaiser Permanente, is also the Southern California co-leader for the outpatient pharmacy clinical services and the Medication Adherence Steering Committee. She has contributed to the advancement of appropriate medication use and adherence in patients with chronic conditions within and outside Kaiser Permanente and is the author of the BSMART Handbook, provider guide, and interactive modules – provider tools used to optimize medication adherence and appropriate medication use in patients with chronic conditions. Dr. Oyekan has served as a board member for the California Society of Health-System Pharmacists and is a member of the Academy of Managed Care Pharmacy and the Care Management Society of America. As an active member of the community, she is involved in local and international medical missions and on community youth orchestras.

Darlene Parmentier, BSN, MSN, MBA, Assistant Director of Critical Care, North Shore LIJ Glen Cove Hospital, focuses on processes and change management in her role. Her achievements include zero ventilator-associated pneumonias for over two years and zero central line-associated bloodstream infections for three years. During her tenure, MRSA infection rates have also decreased and been sustained at a rate of 0.5, and the hospital achieved the HAAS award in 2011 from the New York State Department of Health for its initiatives to decrease nosocomial infections. Ms. Parmentier has 22 years of progressive nursing experience in the ICU, ED, CVICU, CCU, Burns, Telemetry, and all phases of Cardiology.

Gareth Parry, MSc, PhD, Research Scientist, Institute for Healthcare Improvement, is also a Clinical Assistant Professor at Harvard Medical School. Previously, he has been an Improvement Advisor for the National Initiative for Children's Healthcare Quality, Director of Quality Measurement and Analysis in the Department of Medicine at Children's Hospital Boston, and a Commonwealth Fund Harkness Fellow in Health Care Policy at the Harvard School of Public Health. In the UK, he was a Reader and Research

Director in Health Services Research at the University of Sheffield, where his research focused on evaluating health services delivery and on the development, assessment, and application of risk-adjustment methods in neonatal, pediatric, and adult intensive care. He was a founding Director of the Pediatric Intensive Care Audit Network and Director of the Review Body for Interventional Procedures for the National Institute for Health and Clinical Excellence. He is currently a member of the Massachusetts Performance Measurement Expert Panel and the National Quality Forum's Measure Prioritization Advisory Committee.

Teresa Pasquini is an advocate in Contra Costa County in California. As a family member of a seriously mentally ill son and brother, her 35 years of personal experience drives her passion to improve health care for all. An outspoken champion for the disenfranchised and underserved, she helped create the Healthcare Partnership at Contra Costa Regional Medical Center. She has also served as a patient and family advocate on the Executive Operations team of Contra Costa Regional Medical Center.

Kavita Patel, MD, MS, Director, Health Policy Program, New America Foundation, is a board-certified internal medicine physician who has dedicated her life to bringing the stories and lessons learned from her clinical experiences to policymakers and the people working on shaping the future of our health care system. Her expertise spans a number of sectors, including delivery system reform and equipping clinical teams with the skills necessary to respond to our changing health care system. Previously she was Director of Policy for the White House Office of Public Engagement and Intergovernmental Affairs, where she worked on health care reform legislation. Prior to that, she was the Deputy Staff Director for the Senate Health, Education, Labor and Pensions Committee under the leadership of Senator Edward M. Kennedy. She also served as a clinical instructor at UCLA and an Associate Scientist at the RAND Corporation focusing on research in health care quality.

Sarah H. Patterson, MHA, Executive Vice President and COO, Virginia Mason Medical Center, has responsibility for leading the implementation of the Virginia Mason Production System as Virginia Mason's management method. Over the past nine years, she has had extensive training and experience in applying the Toyota Production System (Lean Management) to health care, including six study missions to Japan. Ms. Patterson is the Chair-Elect of the Board of Directors of the Washington State Hospital Association.

Carol Peden, BSc, MB ChB, MD, FRCA, MPH, Associate Medical Director for Quality Improvement, Royal United Hospital, Bath, UK, is also a Consultant in Anaesthesia and Intensive Care at the hospital. She sits on the UK Intensive Care Society Standards Committee and is the Lead for the Critical Care work stream of the South West UK Quality and Patient Safety programme for 5.5 million people. She is also Peri-operative Faculty Lead for the IHI/Danish Safety programme. She is an examiner for the Royal College of Anaesthetists and Editor of their Audit and Quality Improvement Guidelines. She was a 2008-2009 Health Foundation Quality Improvement Fellow at the Institute for Healthcare Improvement (IHI). A focus of her work is to improve outcomes for emergency surgical patients, particularly the elderly; she sits on the Department of Health (UK) working party on high-risk surgical patients. She completed her MPH in Clinical Effectiveness at Harvard University and is a Fellow of the UK Improvement Faculty.

Rocco J. Perla, EdD, Director, Analytics, UMass Memorial Health Care (UMMHC), oversees the measurement program in the Office of Quality and Patient Safety and provides leadership in the areas of improvement science, statistical process control, survey design, and dashboard development. He is also Assistant Professor of Family Medicine and Community Health at the UMass Medical School where he works in the area of program evaluation and outcome assessment. Previously Dr. Perla was the Founding Director of the Quality Improvement Resource Center at HealthAlliance Hospital where he also served as an epidemiologist for 12 years. He is a consultant to academia, industry, and government and was a

2008-2009 George W. Merck Fellow at the Institute for Healthcare Improvement. His research and publications span both the biological and social sciences and have received numerous awards.

Marcia S. Peterson, RN, MBA, Director of Healthcare Infrastructure, GE Healthcare, holds a leadership position with the Hospital of the Future team for GE Healthcare, an initiative focused on helping health care providers plan and design new facilities that are fundamentally more efficient in the delivery of clinical care. Prior to joining GE, Ms. Peterson held several leadership positions with Cardinal Healthcare in clinical marketing, learning and performance, operations, and operational efficiency consulting. For the last five years, she had been focused exclusively on health care infrastructure and facilities planning with hospital senior executives, teams of clinicians, workflow specialists, and simulation modelers dedicated to changing the way facilities support and enable detailed clinical workflow and anticipate the implications of future state clinical technology.

Kim Pittenger, MD, Director of Quality and Innovation, Department of Primary Care, Virginia Mason Medical Center, is a family practice physician whose areas of interest include clinical quality improvement, change management, evidence-based medicine, and implementing Lean Production in the primary care practice. He is Kaizen Fellow in the Virginia Mason Production System.

Paul E. Plsek, Consultant, Paul E. Plsek and Associates, Inc., is an internationally recognized consultant on transformation and innovation in today's complex organizations. Formerly an engineering manager at Bell Laboratories, director of corporate quality planning at AT&T, and a Senior Fellow at the Institute for Healthcare Improvement, he is currently an author, speaker, and hands-on consultant who works predominantly with health care organizations in several countries on leading-edge issues. The developer of the concept of DirectedCreativity(tm), his work with leaders can be described as "helping organizations think better."

Patricia K. Powell, MD, Chief Medical Officer, Sunrise Community Health, serves in dual roles as a part-time clinician and a full-time administrator. Sunrise serves as an alternative training track for the North Colorado Family Medicine Residency. Dr. Powell coordinates the residents' training at Sunrise, and currently five residents do their continuity clinics at the Sunrise Monfort Family Clinic. She is the Treasurer of the Weld County Medical Society Board of Directors and has been certified by the American Board of Family Medicine since 1994. Dr. Powell has been using an electronic health record in her practice since 2004.

Maxine L. Power, PhD, is the Director of the North West Improvement Alliance, a newly formed stakeholder organization that will help health care organizations in the North West of England build improvement capability to achieve transformational improvements in the care they deliver. Previously, she was Associate Director of Quality Improvement at Salford Royal NHS Foundation Trust and led the Quality Improvement Directorate, which provides organizational support to assist teams with quality improvement. She is a core member of the National Patient Safety Campaign for England.

Valerie P. Pracilio, MPH, is a Project Manager for Quality Improvement in the Jefferson School of Population Health at Thomas Jefferson University, where she is responsible for organizing efforts on various research projects related to health care quality and patient safety improvement, organizational culture, and teamwork. She served as managing editor and author of two texts, *Governance for Health Care Providers: The Call to Leadership* and *Population Health: Creating a Culture of Wellness*. She is also a graduate of the American Hospital Association Patient Safety Leadership Fellowship.

Stephen Pratt, MD, Chief of the Division of Quality and Patient Safety, Department of Anesthesia, Beth Israel Deaconess Medical Center (BIDMC), serves on multiple hospital Quality Improvement Committees, has created online training programs in Moderate Sedation, and helps lead the efforts in quality

improvement in the perioperative and peripartum environments. He is leading an effort to create a peer support process within BIDMC. Dr. Pratt has been involved in patient safety efforts nationally since 2001, when he was the lead anesthesiologist in a national, multicenter trial evaluating the effect of team training on obstetric outcomes. He has helped author two curricula for teaching team training on Labor and Delivery and was instrumental in developing and publishing clinically relevant outcomes for assessing the quality of obstetrics care. He speaks nationally and internationally on the topics of patient safety and team training in obstetrics. Dr. Pratt helped create and is the initial chair of the Patient Safety Committee for the Society for Obstetric Anesthesia and Perinatology. Most recently, he collaborated with the Institute for Healthcare Improvement to organize a summit of national patient activist leaders at the IHI National Forum.

Debra Prescott, Director of Shared Medical Appointments (SMA), Harvard Vanguard Medical Associates/Atrius Health, plans, directs and oversees all activities surrounding the development, implementation, and clinical management of the SMA program. She was trained and mentored by Edward Noffsinger, PhD, the pioneer of group visits. The Atrius Health SMA program is the largest program of its kind and was awarded the 2010 Mayoral Award for Innovations in Primary Care. Ms. Prescott has worked for Harvard Vanguard Medical Associates for over 28 years. Previously, she was the Specialty Administrator for Pediatrics and served as Business Operations Manager for a number of years at Harvard Vanguard Medical Associates.

Janice Pringle, PhD, Director, Program Evaluation and Research Unit (PERU), University of Pittsburgh, is an epidemiologist by training with extensive experience in health services research. She established the School of Pharmacy PERU, which has secured over \$100 million in research and program evaluation efforts and is the repository for large databases associated with several federally-funded initiatives. Her areas of expertise include addiction services research, especially research involving the application of screening, brief intervention and referral to treatment (SBIRT) within various health care settings. Recently, she served as director of the Pennsylvania SBIRT initiative's Data Coordinating Center and as its lead evaluator. Dr. Pringle is also one of the 11 principal investigators funded to develop and implement a SBIRT curriculum for medical residencies throughout Pennsylvania. She participates in the Allegheny County Overdose Prevention Consortium and has been a principal investigator or co-investigator for several federally-funded studies involving health services, patient safety, addiction treatment, and addiction and chronic disease prevention research. Dr. Pringle is currently leading the evaluation of an initiative within Pennsylvania that involves the application of SBI techniques with community pharmacists to improve medication adherence.

Lloyd P. Provost, MS, Statistician, Associates in Process Improvement, helps individuals and organizations learn the science of improvement. He consults and advises in a variety of industries worldwide, and he is experienced in statistical process control and in designing research and quality improvement studies. He co-authored the books *Quality Improvement Through Planned Experimentation* and *The Improvement Guide*. Mr. Provost is a Senior Fellow of the Institute for Healthcare Improvement (IHI) and serves on the IHI faculty for the Improvement Advisor Professional Development Program. He provides Improvement Advisor (IA) support for IHI's work in developing countries and for the IHI STAAR initiative to reduce readmissions, and he coordinates the development and work for other IAs who support IHI. He also provides support for the IHI Open School QI curriculum.

Lorna Prutzman, RN, MSN, is the Executive Director for Cardiac and Vascular Services at the University of Colorado Hospital. She formerly served as the organizational leader for capacity management from 2005 through 2009. She continues to teach capacity management monthly and serves on the hospital-wide steering committee for capacity management.

David B. Pryor, MD, Chief Medical Officer, Ascension Health, is also an Adjunct Professor in the School of

Public Health at St. Louis University and an Associate Consulting Professor in the division of cardiology at Duke University. Prior to joining Ascension Health, Dr. Pryor was the Chief Information Officer for the Allina Health System in Minnesota, the President of the New England Medical Center Hospitals in Boston, and the Director of Clinical Program Development and the Section of Clinical Epidemiology and Biostatistics at Duke University. He has authored over 250 publications and has been active on a number of national committees.

David C. Radley, PhD, MPH, is Senior Analyst and Project Director for the Commonwealth Fund's Health Care Scorecard Project, a grant-funded position located at the Institute for Healthcare Improvement (IHI). He provides oversight for developing and producing national, state, and sub-state regional analyses on health care system performance and related insurance and care system market structure analyses. Previously, he was Associate in Domestic Health Policy at Abt Associates, where he had responsibility for projects related to measuring long-term care quality and evaluation of various health information technology initiatives. His methodological expertise is in small-area analysis and in the design, implementation, and interpretation of observational studies that take advantage of large administrative and survey-based datasets.

Rebecca S. Ramsay, BSN, MPH, Senior Manager, CareSupport and Clinical Programs, CareOregon, has worked to develop and implement an innovative, nationally recognized team-based care management program that targets the plan's highest risk and costliest members. Unlike many care management programs that focus outreach and management on specific disease states, CareOregon's CareSupport Program adheres to a holistic biopsychosocial model that is rooted in population management strategies. Ms. Ramsay is currently working closely with leaders in CareOregon's medical home safety net practices to enhance their capacity to optimally address chronic condition management and build proactive population care programs.

Deborah Ray, MBA, Improvement Advisor Program Director, Strategic Communications Consulting, has worked in the field of quality improvement for over 20 years. She has expertise in interpersonal communications, teamwork, and leadership. Her health care experience includes director-level positions in inpatient and outpatient settings in the areas of business development, physician relations, marketing and communications, nursing education, and patient satisfaction.

Shannon Rea, RN, Disease Case Manager Supervisor, Sunrise Community Health Center, has been integral in implementing, managing, and maintaining the A-L-L program with Kaiser Permanente, Women's Wellness Connection, Colorado Colorectal Screening Program, Baby and Me Tobacco Free Program, The Heart of Weld women's cardiovascular screening program, and other programs. These programs allow Sunrise and its community partners to provide valuable services and medical screenings to the underinsured and underserved in the community. Ms. Rea has 12 years of experience in the medical field and was named Public Health Champion in Weld County, Colorado, in 2010. In 2011, she facilitated the first Health Fair at Sunrise's main site, which offered medical screenings and services to 350 people in the local community.

James Reinertsen, MD, President, The Reinertsen Group, is also Senior Fellow at the Institute for Healthcare Improvement (IHI), leading IHI's Executive Quality Academy, Boards on Board, and Engaging Physicians programs, among other projects. The Reinertsen Group is an independent consulting and teaching practice focused on improving the performance of health care leaders. Dr. Reinertsen has had 15 years of experience as a CEO, and 20 years as a practicing physician. His leadership work has focused on quality improvement, leadership development, and innovative market design. Among other roles, he has been CEO of Park Nicollet Health Services, CEO of CareGroup, Chairman of the Institute for Clinical Systems Improvement, a subcommittee member of the IOM Committee that produced the reports *To Err is Human* and *Crossing the Quality Chasm*, and a member of the American Board of Internal Medicine. Dr.

Reinertsen received the Eisenberg Award in 2010 for his decades of work helping organizations to achieve meaningful, system-wide improvement in quality and safety.

Brenda Reiss-Brennan, MS, APRN, CS, Mental Health Integration Director, Intermountain Healthcare, is a psychiatric nurse practitioner practicing in primary care for over 30 years. As a principal investigator, she is leading Intermountain's adoption and diffusion of clinical integration for mental health and primary care. The evidence and quality of the Mental Health Integration (MHI) program has spread rapidly in over 70 medical group clinics, including uninsured, rural, and 20 non-Intermountain community clinics. She holds a longstanding faculty appointment at the University of Utah College of Nursing and is currently a doctoral candidate in Medical Anthropology. She serves as a local and national consultant for MHI implementation and research.

Ashley Ridlon, Health Insurance Specialist, Centers for Medicare and Medicaid Services

Vibeke Rischel, RN, BA, MHSc, Programme Director, Danish Society for Patient Safety (DSFP), was previously a campaign officer at the national campaign Operation Life. In the collaboration between the Institute for Healthcare Improvement and DSFP, she is part of the core leadership team and the Danish main point of contact between the two partners. Ms. Rischel has more than 20 years of experience in nursing. Her clinical background is in orthopedics and intensive care, she is certificated as an ICU nurse, and she completed her diploma in nursing and nursing management. For several years, she worked as a clinical nurse specialist in orthopedics focusing on the development of competencies among nursing staff and improvement of nursing documentation. She is author and co-author of a number of publications and textbooks chapters on nursing and nursing documentation.

Brian Robson, MBChB, MRCP, MPH, DRCOG, Medical Director, NHS Quality Improvement Scotland, works in support of NHS Scotland to improve the quality of care for the citizens of Scotland. His responsibilities include knowledge management, serving as Co-Director for Implementation and Improvement Support, and clinical engagement. He has a background in general practice (GP), GP out of hours, telephone triage, and most recently in health information technology (HIT) and quality improvement. He was a 2008-09 Health Foundation Quality Improvement Fellow at the Institute for Healthcare Improvement (IHI), where he was involved in leading an IHI Board subcommittee to explore the role of HIT in accelerating quality improvement. In 2009 he completed an MPH (Clinical Effectiveness) at Harvard School of Public Health.

Martha Rome, RN, MPH, Director of the Triple Aim Initiative, Institute for Healthcare Improvement, oversees an ongoing collaboration of faculty, staff, and teams from health care organizations throughout the world working to simultaneously improve health care for patient populations, improve individual patients' health and health care experience, and curb the spiraling cost of care. Previously she worked at Cincinnati Children's Hospital and Medical Center as a Senior Quality Improvement Consultant on the national Improving Performance in Practice team, helping to design and implement learning collaboratives in seven states to improve chronic disease care. During a period of 10 years prior to that she was on staff at the New York City Department of Health and Mental Hygiene, where she served as Director of the Clinical Systems Improvement department in the Division of Chronic Disease with a focus on childhood immunization, lead poisoning prevention, childhood asthma, adult diabetes and depression quality improvement, and provider education programs.

Shelly Rorie, RN, MS, CPHRM, Director of Patient safety and Risk Management, Palmetto Health, worked in various capacities in Surgical Services during her first ten years with Palmetto Health. After earning her nursing and bachelor's degrees, she decided to follow her other passion and joined the Risk Management Department. She completed the Health Care Risk Management program through The University of Southern Florida and obtained her certified professional in Healthcare Risk Management in

2008. Her recent accomplishments include obtaining her Master's in Health Law at Nova Southeastern University, Shepard Broad Law School, and chairing the statewide program for SC CARES.

Anna Roth, MS, MPH, is Chief Executive Officer of Contra Costa Regional Medical Center and Health Centers. Under her leadership, the Contra Costa system has established meaningful partnerships which include shared decision-making with patients, families, and the community. In addition to the Patient and Family Advisory Council, patients and family members are recognized as partners in process improvement and sit on the executive leadership team. With over 20 years of health care experience working in a variety of settings, Ms. Roth has led numerous successful redesign efforts throughout her health care system, as well as other public systems in America.

Enrique Ruelas, MD, MPA, MHSc, Secretary of the General Health Council of Mexico, Consejo de Salubridad General

Patricia A. Rutherford, RN, MS, Vice President, Institute for Healthcare Improvement (IHI), is responsible for leading innovation work in IHI's clinical office practice redesign, improving access and flow in specialty practices, optimizing care coordination and transitions in care, and the Transforming Care at the Bedside initiative. She is also the co-investigator for the STate Action on Avoidable Rehospitalizations (STAAR) initiative. Her skills include knowledge of process improvement, innovation, and idealized design; coaching clinicians, staff, and senior leaders on process improvement; and managing all aspects of large-scale performance improvement initiatives.

Mark Rutkowski, Kaiser Permanente Regional Quality and Risk Management

Frederick C. Ryckman, MD, Senior Vice President for Medical Operations, Cincinnati Children's Hospital Medical Center, works to implement the safest and most reliable health care for children. In addition, as the Peri-Operative Service Director, he leads the OR management, infection prevention, and safety initiatives. The primary focus of his work is patient flow and capacity management throughout the Children's Hospital inpatient and outpatient environment. He is also Professor of Surgery, specializing in Multi-Organ Transplantation.

Blair L. Sadler, JD, Senior Fellow, Institute for Healthcare Improvement (IHI), is also a member of the faculty at the University of California, San Diego, Schools of Medicine and Management. Under his leadership as former President and CEO, Rady Children's Hospital in San Diego received the Ernest A. Codman Award for its work in developing clinical pathways. Mr. Sadler was a board member of the Center for Health Design, has been heavily involved in developing the business case for building better hospitals through evidence-based design, and was a founder of the Center's Pebble program that disseminates pioneering work on evidence-based design. He is a frequent speaker on the topics of building optimally safe hospitals through evidence-based design and the hospital trustee role in patient safety and quality. He is faculty for the IHI program on Effective Crisis Management, an active participant in the IHI Fellows Alumni Program, and lead author of the IHI white paper on evidence-based environmental design. He is co-author of the book *Transforming the Healthcare Experience Through the Arts*.

Vinod K. Sahney, PhD, is a Senior Fellow at the Institute for Healthcare Improvement (IHI) and Adjunct Professor of Health Policy and Management at Harvard University School of Public Health. He served as Senior Vice President and Chief Strategy Officer at Blue Cross Blue Shield of Massachusetts from 2006-2010, following a 25-year career as Senior Vice President at Henry Ford Health System, where he had oversight responsibilities for strategic planning, marketing, public relations, government relations, the quality resource group, management services, new enterprise development, the center for health services research, and the center for health promotion. Dr. Sahney currently co-chairs or serves on several boards, board committees and advisory boards, including the Advisory Board of Brigham and Women's Hospital

Patient Safety Research Institute. His past board service includes IHI Founding Member, Board of Directors and Chairman; Malcolm Baldrige National Quality Award Board of Judges; and the Military Health Care Advisory Board. Dr. Sahney has been elected to both the Institute of Medicine and the National Academy of Engineering. In 2010 he was awarded the Gilbreath Medal for lifetime achievement by The Institute for Industrial and Systems Engineering.

Charles Saldanha, MD, Chief Psychiatrist, Contra Costa Regional Medical Center, is also an Assistant Clinical Professor at University of California, San Francisco (UCSF), where he teaches in the Psychiatry program and the Law program. His interests include public psychiatry, acute psychiatry, and forensic psychiatry. Dr. Saldanha is a graduate of Duke University School of Medicine and completed an internship at the Brigham and Women's Hospital, general psychiatry training at UCSF, and forensic psychiatry training at Yale University.

Carolyn Sanders, RN, PhD, Vice President of Patient Services and Chief Nursing Officer, University of Colorado Hospital, is recognized as a nursing leader for developing work environments that support professional nursing practice. She has led staff to achieve Magnet status for the third consecutive time. She is known for her research work on failure to rescue and in teaching evidence-based practice classes to nurse residents and new employees. Dr. Sanders oversees more than 1,500 employees in the patient services department.

Matthew Scanlon, MD, Associate Professor of Pediatrics and Associate Medical Director of IS, Medical College of Wisconsin, also served for five years as a Patient Safety Officer. He is a pediatric critical care physician who is internationally recognized for his expertise in pediatric quality, patient safety, and human factors engineering. He has led the development of the NQF-endorsed PICU quality measures and serves on the Joint Commission Sentinel Event Advisory Group. Additionally, he is a federally funded co-investigator in patient safety and health information technology research. He has authored over 30 papers and chapters and spoken internationally on patient safety and human factors.

Marie W. Schall, MA, Senior Director, Institute for Healthcare Improvement (IHI), leads innovation and improvement projects including the State Action on Avoidable Rehospitalizations (STAAR) initiative. She also serves as senior faculty for IHI's Breakthrough Series College and is a frequent speaker on IHI's spread methodology. Prior to joining IHI in 1995, Ms. Schall designed and led improvement projects for PRONJ (the New Jersey Quality Improvement Organization) and was Director of Research for the Health Research and Educational Trust of New Jersey, a non-profit affiliate of the New Jersey Hospital Association.

Wim Schellenkens, MD, Chief Inspector Curative Health Care, Dutch Healthcare Inspectorate

Lisa Schilling, RN, MPH, is National Vice President of Health Care Performance Improvement and Director of the Kaiser Permanente Improvement Institute. She is currently leading the enterprise-wide deployment of a performance improvement and execution system, and managing relationships with external organizations that are performance excellence leaders in quality and safety. Previously she was Director of Clinical Performance at VHA, where she led critical care collaboratives with over 100 organizations focused on improving clinical outcomes and patient safety. She also served as Director of Health Improvement at Fletcher Allen Health Care, and led the surgical critical care service line at Fletcher Allen's Level 1 Trauma Center. Ms. Schilling serves on the editorial board of the Joint Commission Journal for Quality and Patient Safety.

James E. Schlosser, MD, MBA, Director of the VISN 1 Improvement Resource Office, VA New England Healthcare System, provides strategic leadership for organizational improvement and also serves as the

Associate Director of the New England Veterans Engineering Resource Center. Dr. Schlosser previously was Associate Chief of Staff for Ambulatory Care at the Bedford VA Medical Center. He was a founding board member of the Institute for Healthcare Improvement, where he also served as a Senior Fellow and helped develop a national improvement faculty network. He has extensive experience in quality and strategic planning, including serving as a Senior Examiner for the Baldrige National Quality Award. He has designed and led quality training efforts focused on practical strategies for clinical systems improvement.

Joanne Schottinger, MD, Assistant Medical Director for Quality, Kaiser Permanente Regional Quality and Risk Management

Lisa L. Schraeder, MS, Organizational Development Consultant, The Innovation Center, Magee-Womens Hospital of UPMC, supports Working Groups new to the Patient- and Family-Centered Care (PFCC) Methodology and Practice and educates audiences on the six steps of transforming health care culture to one that is patient- and family-centered. She has worked in the health care arena for over 10 years, providing leadership development, customer service and orientation programs, and partnering with clinical and non-clinical departments to facilitate change.

Jan Schuerman, MBA, Shared Decision Making Program Lead, Institute for Clinical Systems Improvement, is involved in Leading A Culture of Quality and the Member Relations and Technology Teams. She is also exploring the use of shared decision making in palliative care through a Robert Wood Johnson Foundation grant and providing project management for the Minnesota Shared Decision Making Collaborative. Previously, Ms. Schuerman worked for a health plan in Hawaii before becoming the Director of Member and Provider Relations and Tertiary Care Contracting for a health plan in Pennsylvania. In addition to her health care experience, she has extensive business experience in companies throughout the world.

Amy Schwartz, PhD, Healthcare Lead, IDEO, is a cognitive psychologist, founder of IDEO Chicago's User Research Group, and senior thought-leader in the company's Health and Wellness domain. She has over 25 years of professional experience in research, design, and innovation and has worked with a diverse set of clients. She has contributed her innovative research methodologies and human insights to award-winning projects ranging from the design of surgical instruments and consumer health products to adherence strategies for the treatment of chronic illnesses, new services for retail-based health clinics, and the design of a medical simulation center for a major medical school. She excels in helping clients frame problems in new ways to inspire innovative design solutions. Her current challenge is how to bring human-centered design thinking to big, systemic health and wellness problems in the era of health care reform. Ms. Schwartz is a frequent presenter on strategies for transforming health care, empowering both patients and care teams, design research, health trends, and behavior change and adherence.

Carolyn Scott, RN, MEd, MHA, Vice President, Performance Improvement and Quality, Informatics Division, Premier, Inc., oversees the strategic direction, planning, and execution of the QUEST initiative, which expands across multiple enterprise units and engages approximately 200 health care organizations. She also oversees the Premier Performance Improvement Portal and various knowledge transfer activities designed to drive client value and improve performance. Ms. Scott leads the work of Premier's client services team, which provides assessments, case studies, analytics, consulting services, and special reports designed to identify opportunities for improvement and to document successful implementation efforts. She has over 18 years of experience in the health care industry and has worked with large multi-hospital systems, academic medical centers, tertiary hospitals, and critical access facilities.

Susan D. Scott, RN, MSN, Patient Safety Officer, University of Missouri Health Care, is a doctoral student at Missouri University's Sinclair School of Nursing. She has over 30 years of nursing experience in neonatal intensive care, neonatal-pediatric transport services, nurse consulting, quality improvement, and

patient safety. Her research interests include understanding the second victim phenomenon in an attempt to develop effective institutional support networks to help meet interdisciplinary professionals' support needs in the aftermath of unanticipated clinical outcomes and events. She serves as the coordinator of for YOU, the University of Missouri Health Care's peer support network.

Richard P. Scoville, PhD, is an independent consultant specializing in health care quality improvement and performance measurement. He is an Adjunct Professor in the Department of Health Policy Management at the University of North Carolina at Chapel Hill. He serves as an Improvement Advisor to the Institute for Healthcare Improvement, the National Initiative for Children's Healthcare Quality, Cincinnati Children's Hospital Medical Center, and the Dentaquest Institute, on a range of collaborative improvement, data management, and systems design projects.

Phyllis Segal, JD, is Vice President of Civic Ventures, a national think tank and program incubator reframing the debate about aging in America to help society achieve the greatest return on experience. She leads programs aimed at understanding and expanding encore careers as an important source of talent to meet society's most pressing needs. This includes tapping the experienced human capital available because healthy decades have been added to our adult lives, to improving access to high-quality, cost-effective health care.

Marie G. Segars, MSN, Vice President of Patient Services, McLeod Regional Medical Center, is also Chief Nursing Officer. With over 25 years of experience in health care management, she has developed a unique management style that provides operational direction to both nursing and allied health services leaders through a values-based approach. Ms. Segars has a Masters of Nursing from the University of South Carolina, and is a fellow of the J & J Wharton Fellows Program in Management for Nurse Executives. She is certified by the American Nurses Association as a CNAA.

Jennifer Seiden, RN, MHA, CPHQ, Quality Director, Bon Secours Medical Group, is responsible for coordinating and partnering with physicians and staff in adoption of the electronic medical record, facilitating adoption of evidence-based practice, and measurement and improvement of HEDIS measures. Ms. Seiden has 20 years of experience in health care, with extensive quality experience in regulatory compliance, ongoing professional practice evaluation, and managed care population health improvement initiatives.

Jeffrey D. Selberg, MHA, Executive Vice President and Chief Operating Officer, Institute for Healthcare Improvement (IHI), has overall responsibility for IHI's operations and works closely with the leadership team to develop strategic partnerships, innovate new models of care, and develop and spread new definitions of patient safety. Prior to joining IHI, Mr. Selberg served for twelve years as President and CEO of Exempla Healthcare in Colorado. His broad range of experience spans 35 years in the health care field, including serving in several executive leadership positions such as President and CEO of Southwest Washington Medical Center/Clark United Providers, and Executive Vice President and Chief of Operations for Good Samaritan in Oregon. Mr. Selberg is currently Chair for the McKesson Quest for Quality Committee of the American Hospital Association, and Chair of the Finance Committee of the Board for the Health Research and Education Trust. His primary area of interest is improving patient safety and clinical outcomes in patient care through the combination of effective public policy, system principles, and the development of highly functioning teams.

Andrea Serra, Vice President of Wellness Development, CaroMont Health, is responsible for community and employee wellness initiatives, occupational medicine, and spiritual care. She joined CaroMont as an administrative resident and has held progressive leadership roles, including Assistant Vice President and Vice President. Ms. Serra earned a bachelor's in Medical Record Science from Southwest Texas State University and a master's in Healthcare Administration from The University of Alabama at Birmingham.

She is a Fellow in the American College of Healthcare Executives.

Cory B. Sevin, RN, MSN, NP, Director, Institute for Healthcare Improvement (IHI), has experience in redesigning clinical office practices to support better patient-centered care, planned care, efficiency, access, and workforce vitality. With IHI, she has led work in improving emergency department flow, improving transitions in care to reduce readmissions, and spread. Ms. Sevin is a nurse practitioner with a clinical specialty in Adolescent, Preventative, and Community Health. Her past experience includes 26 years working in a variety of community settings, including public health, schools, and community health centers. Before coming to IHI, she was Vice President of Operations at Clinica Campesina, a community health center in Colorado.

Rahul K. Shah, MD, FAAP, FACS, Associate Professor of Otolaryngology and Pediatrics, Children's National Medical Center, has several other roles at Children's, including President-Elect of the Medical Staff and director of the voice clinic. He has specific clinical interests in head and neck masses and sinus surgery. His research interests include resource utilization and outcomes, patient safety, and medical errors; he has received numerous awards for his research. Dr. Shah is recognized as a leader in patient safety and quality improvement within Otolaryngology and is active within the American Academy of Otolaryngology-Head and Neck Surgery. He co-chairs the Academy's Patient Safety and Quality Improvement Committee, in addition to serving on several other national committees related to patient safety and quality improvement. He is an Associate Surgeon-in-Chief within the Joseph E. Robert, Jr. Center for Surgical Care at Children's National Medical Center and the Medical Director of Peri-operative Services.

Jo Shapiro, MD, Chief of the Division of Otolaryngology, Department of Surgery, Brigham and Women's Hospital (BWH), is also Director of the new Center for Professionalism and Peer Support at the hospital. She is an Associate Professor of Otology and Laryngology at Harvard Medical School (HMS) and has multiple educational and leadership roles, including Founding Scholar of the Academy at HMS; Director of the HMS Otolaryngology Clerkship; President of the Society of University Otolaryngologists; elected to the HMS faculty council; faculty on the Harvard Leadership Development Course for Physicians and Scientists; and serving on the Senior Advisory Board for the BWH Office of Women's Careers.

Lawrence Shapiro, MD, Managed Care Medical Director, Palo Alto Medical Foundation, has served in this role for 12 years. He is board certified in both Internal Medicine and Pulmonary Disease and was a pulmonologist intensivist for 16 years. Dr. Shapiro is faculty for the Institute for Healthcare Improvement Appropriate Use of Specialty Care Services Prototyping Initiative.

Paul J. Sharek, MD, MPH, Assistant Professor of Pediatrics, Stanford University, is also Medical Director of the Center for Quality and Clinical Effectiveness and Chief Clinical Patient Safety Officer at Lucile Packard Children's Hospital. He is Director of Quality Improvement for the California Perinatal Quality of Care Collaborative and is directing its third statewide collaborative quality improvement project focused on improving delivery room management. Dr. Sharek's research interests include translating the tenets of high reliability organization theory, including the concept of data transparency, into health care. He is a frequent presenter on quality of care and patient safety and is a faculty member of the Institute for Healthcare Improvement. An internationally recognized thought leader in the areas of pediatric quality of care and safety, he has published extensively on these topics. He has been a visiting professor on quality and patient safety at numerous children's hospitals in the US, Canada, and the UK.

Hanna B. Sherman, MD, FAAP, Program Director for Health Care, Center for Courage and Renewal, is also an educator and consultant with Relationship Centered Health Care. Her work focuses on advancing the roles of self-knowledge, communication, and relationship in professionalism, leadership, and organizational vitality in health care. Her particular interests are in how individual wisdom and collective

wisdom are developed and applied in daily work in ways that allow individuals and organizations to offer the best of their service. She leads efforts nationally in relationship-centered culture change in health care, and co-leads Courage to Lead, a leadership development and professional renewal retreat series. Her past roles include course director on professional renewal for the American Academy on Communication in Healthcare and chair of the AAP's special interest group on physician wellness, where she initiated the development of a national policy on physician health and well-being. Dr. Sherman co-founded Partners for ACCESS, an organization supporting a medical clinic, community nurse training program, and community development center in rural Uganda.

Bruce Siegel, MD, MPH, President and CEO, National Association of Public Hospitals and Health Systems, has an extensive background in health care management, policy, and public health. He currently chairs the National Advisory Council for Healthcare Research and Quality. Previously, he was Director of the Center for Health Care Quality, Professor of Health Policy at the George Washington University School of Public Health and Health Services, and President and CEO of Tampa General Healthcare and the New York City Health and Hospitals Corporation. Dr. Siegel has also served as Commissioner of Health of the State of New Jersey. He led groundbreaking work on quality and equity for the Robert Wood Johnson Foundation, as well as projects for the Commonwealth Fund, the California Endowment, and the Agency for Healthcare Research and Quality. In 2011, he was named by Modern Healthcare as one of the "50 Most Influential Physician Executives."

Jack Silversin, DMD, DrPH, President, Amicus, Inc., is a health care consultant with 30 years of experience working with physician organizations, hospitals, and health systems to improve their ability to implement change. He helps organizations develop shared vision, strengthen leadership and governance, and improve administration-physician relationships. Dr. Silversin is the thought leader for physician compacts in health care – informal expectations that have the power to support or derail change efforts. He has worked with many of the most successful, innovative health care organizations in the US, Canada, and the UK. He co-authored the book, *Leading Physicians Through Change*, and serves on the Harvard University Faculty of Medicine.

Brett Simon, MD, PhD, Chief, Department of Anesthesia, Critical Care and Pain Medicine, Beth Israel Deaconess Medical Center

Juana Slade, CCF, CDM, Director, Diversity and Language Services, AnMed Health

Elaine Smith-Grubb, RHIA, MA Ed, Director of Performance Improvement and Patient Safety, Cape Fear Valley Health System, is responsible for performance improvement, patient safety, and peer review activities as well as accreditation for the health system. She received a bachelor's in Health Information Management and a master's in Adult Education from East Carolina University in Greenville, North Carolina. She has over 30 years of experience in health care in health information management, case management, infection control, and medical staff services.

Bruce Spurlock, MD, President, Convergence Health Consulting, Inc., works with a variety of health care stakeholders to improve care, care processes, and operations. He also facilitates a dialogue that strengthens relationships among different organizations. Dr. Spurlock is also the Executive Director and Board Chair for CHART, a public reporting program in California, and he recently led the BEACON Collaborative in the San Francisco Bay Area. Previously, he was Executive Vice President for the California Healthcare Association. He is an Institute for Healthcare Improvement faculty member and Adjunct Associate Professor with Stanford University. Dr. Spurlock has practiced medicine with Kaiser Permanente and is a national speaker on a wide variety of subjects.

Anthony Staines, PhD, Associate Professor and Research Director, IFROSS, University of Lyon, France,

is also Vice-Chairman of sanaCERT, the accreditation body for the hospitals of Switzerland. He has held CEO positions for 10 years in Swiss hospitals. He currently shares his time between research, lecturing, and running patient safety and quality improvement initiatives within hospitals in Switzerland.

David P. Stevens, MD, is Editor Emeritus of BMJ Quality and Safety, formerly Quality and Safety in Health Care, the BMJ journal dedicated to global health care improvement and safety. He is Adjunct Professor, Center for Leadership and Improvement, Dartmouth Institute for Health Policy and Patient Care. During Academic Year 2003-2004, he was the George W. Merck Senior Fellow at the Institute for Healthcare Improvement in Boston.

Kevin Stewart, FCRP, is Director of the Clinical Effectiveness and Evaluation Unit at the Royal College of Physicians in London. His clinical background is in geriatrics, which he continues to practice part-time in Winchester in southern England. He was Medical Director (CMO) at the Royal Hampshire County Hospital in Winchester before becoming a Health Foundation Quality Improvement Fellow at the Institute for Healthcare Improvement in 2009. On return to the UK, he became Medical Director for a national quality improvement program at the Department of Health in London before moving to the Royal College.

Matt Stiefel, MPA, Senior Director, Care and Service Quality, Kaiser Permanente (KP), began his career at KP as a medical economist in their Program Offices. He then joined the Care Management Institute as the Director of Measurement and later became Associate Director. Previously he held various management positions in KP Northwest, directing planning, marketing, and medical economics. Prior to joining KP, he served as a policy analyst on the Carter Administration Domestic Policy Staff and in the US Department of Health, Education and Welfare, and as a local health planner in the Bay Area. His academic background includes the Harvard School of Public Health Program in Clinical Effectiveness, coursework in the Systems Science PhD Program at Portland State University, an MPA from Wharton, and a bachelor's degree from Stanford. Mr. Stiefel was a 2008-09 George W. Merck Fellow at the Institute for Healthcare Improvement, where his primary interests included health status measurement and development and adaptation of a population health index.

Carly Strang is the Director of Operations of the IHI Open School for Health Professions, an interprofessional educational community that provides health professions students with the skills to become change agents in health care. She has been a core team member of the IHI Open School since it launched in 2008. Ms. Strang also manages the training and development of the Institute for Healthcare Improvement's internship program. Prior to her current position at IHI, she held project management roles with the Marketing and New Business Departments, the design and development of IHI's website, and the 5 Million Lives Campaign.

Stephen Swensen, MD, MMM, FACR, Director for Quality, Mayo Clinic, is also Associate Dean for Value and Professor in the Mayo Clinic College of Medicine. Under his leadership, the Quality Academy and the Value Creation System were established, training several thousand staff each year. Dr. Swensen currently serves on the boards for Luther Midelfort Medical Center-Mayo Clinic Health System and Stratis Health, and he is a member of the Mayo Clinic Management Team and the Clinical Practice Committee. Previously, he chaired the Mayo Department of Radiology, where his leadership team used Lean-Six Sigma and Baldrige methods to improve the value of care for patients provided by 1,200 staff who performed more than one million exams annually. During his tenure the department was recognized as the #1 radiology practice in the country (Medical Imaging) and the most patient-centered (Diagnostic Imaging). Dr. Swensen is faculty for the Institute for Healthcare Improvement, has served as the health care member of The Conference Board's US Quality Council. He founded the Big Sky Quality Roundtable, the Keystone Quality Officer Group, and co-founded the Sun Valley Assembly. He has been Principal Investigator of three NIH grants related to lung cancer screening with CT and diffuse infiltrative lung disease.

Charleen Tachibana, RN, MN, Senior Vice President, Hospital Administrator and Chief Nursing Officer, Virginia Mason Medical Center, has received extensive training in the Toyota Production System methodology, including study missions in Japan, over the last ten years. She maintains Certification in Lean methodology and has lectured and consulted internationally on application of the principles and methods of the Toyota Production System to health care. She continues to work extensively in leading systematic changes to improve clinical processes and increase the amount of direct care time nurses spend with patients.

Jane A. Taylor, EdD, Improvement Advisor, Institute for Healthcare Improvement (IHI), advises several IHI initiatives, including Transforming Care at the Bedside, Transitions Home, Reducing Harm from Falls, and Improving Perinatal Care. A long-time Improvement Advisor for IHI Collaboratives and programs, she is currently faculty for IHI's Improvement Advisor Development Program. Dr. Taylor also provides Improvement Advisor consulting on chronic disease management, improving rehabilitation care, home health medication management, and the North American Sepsis Campaign, among others. Over the past 20 years, she served in hospital operations as a hospital CEO and as a quality improvement professional. Dr. Taylor has published articles on rapid cycle change, the role of middle management in transformation, the art of using questions, and transitions home.

Pat Teske, RN, MHA, is a consultant with Convergence Health Consulting, Inc. For the past decade, she has run large-scale collaboratives in California to promote quality and safety. She also teaches quality improvement and consults with hospitals and health systems. Prior to her consulting practice, Ms. Teske served as the Vice President of Quality Improvement and Care Management for Catholic Healthcare West.

Corinne Thomas, RN, BA(Hons), MA, Senior Clinical Advisor for Patient Safety, South West Strategic Health Authority, UK, is responsible for the implementation of the South West Quality and Patient Safety Improvement Programme. She has 13 years of experience as a director of nursing in acute care and in organizations providing community, mental health, and learning disability services. She also has experience leading change across large, complex organizations. In March 2009, she completed the Institute for Healthcare Improvement Patient Safety Executive Development Program and more recently has qualified as a Team Resource Management Instructor with Global Air Training. Ms. Thomas is an Improvement Faculty Fellow with the NHS Institute for Innovation and Improvement.

Rob Tollenaar, MD, PhD, Professor of Surgical Oncology, Leiden University Hospital

Trissa Torres, MD, MSPH, FACPM, Medical Director, Genesys HealthWorks at Genesys Health System, has extensive experience in integrating behavior change principles into health care delivery models. Throughout her career, her program development and research activities have focused on promoting healthy lifestyles to prevent and manage chronic disease, particularly in vulnerable populations. She is actively involved at local, state, and national levels in transformation efforts to improve health, contain costs, and improve the health care experience of patients and providers. Dr. Torres is Board Certified by the American Board of Preventive Medicine, and a Fellow of the American College of Preventive Medicine.

John S. Toussaint, MD, Chief Executive Officer, ThedaCare Center for Healthcare Value, is CEO emeritus of ThedaCare. The Center's mission is to create a health care marketplace that rewards value by working with leaders in the provider, employer, insurer, and government communities to create transparency of health care performance, redesigned care that is measurably less wasteful with fewer errors, and payment systems that reward patient value creation.

Nana A. Y. Twum-Danso, MD, MPH, Executive Director for African Operations, Institute for Healthcare Improvement (IHI), oversees and guides the design, implementation, monitoring, and evaluation of existing quality improvement (QI) projects in Ghana, Malawi, and South Africa as well as emerging work

in other African countries. Major components of this job are leadership development and training, coaching, and mentoring in QI as well as business development. She is a preventive medicine and public health physician with expertise in QI, health systems strengthening, maternal and child health, parasitic disease control, pharmacovigilance, and community health. Prior to her current role, Dr. Twum-Danso was the IHI Director of Project Fives Alive!, a partnership between IHI and the National Catholic Health Service (NCHS) of Ghana to accelerate the reduction of child mortality through the application of QI methods. She provided strategic, technical, and operational leadership to improve the processes of maternal and child health services at national scale within the NCHS, and the Ghana Health Service, the largest health care provider in Ghana. Before joining IHI in 2008, Dr. Twum-Danso was a Director at the Task Force for Global Health in Atlanta, where she provided strategic, technical, and managerial leadership of a donation program to control intestinal worm infections in Africa, Asia, and Latin America.

Michael van Duren, MD, MBA, Chief Medical Officer, Sutter Physician Services, chairs the Sutter Medical Network's (SMN) medical director forum and leads innovative utilization management approaches to facilitate quality, affordable care across the SMN's participating physician organizations (Sutter Health medical foundations and aligned independent practice associations). He has over 10 years of experience as a managed care executive serving hospitals, health plans, and physician groups. His previous roles include Vice President of Clinical Services for Hill Physicians Medical Group, Chief Medical Officer for the San Francisco Health Plan, Regional Medical Director for PacifiCare, and Medical Director for the Contra Costa Health Plan. Dr. van Duren serves on the California Association of Physician Groups Pay for Performance Committee, chairs their Northern California Medical Policy Committee, and serves on several other committees. He is a regular presenter at national conferences on innovative ways to use informatics in the areas of improving affordability, performance measurement and predictive modeling.

Alex Vandiver joined The Joint Commission in 2006 as Executive Director of Joint Commission Resources (JCR) Operations and was instrumental in launching JCR's process improvement initiative. He played a critical role in the establishment of Robust Process Improvement (RPI) in 2008 for The Joint Commission enterprise. He now leads and directs RPI activities for The Joint Commission, Joint Commission Resources, and The Center for Transforming Healthcare. Mr. Vandiver also co-leads enterprise strategic planning and alignment processes. A certified Master Black Belt, he has previously held similar roles focused on applying continuous improvement methods and affecting customer-centric process reengineering at GE, Zurich Financial, and Consec.

Emma Vaux, MBBS, FRCP, DPhil, Consultant Nephrologist and Physician, Royal Berkshire NHS Foundation Trust, UK, has the additional roles of Trust consultant patient safety lead, a human factors trainer, and lead for research and innovation in the Renal Unit. She is the South Central Strategic Health Authority Patient Safety Federation "No needless death" Workstream Lead and a Fellow of the Improvement Faculty for Patient Safety and Quality within the NHS Institute for Innovation and Improvement. Dr. Vaux is Core Medical Training Programme Director for the Oxford Deanery, and in her role as the Associate Medical Director of the Joint Royal Colleges of Physicians Training Board (JRCPTB) she acts as national clinical lead for core medical training and national recruitment. She also is the clinical lead on the "Learning to Make a Difference" joint quality improvement project for the Royal College of Physicians/JRCPTB, whose goal is to provide junior doctors with improvement science skills that enable them to make a real difference to the quality of patient care.

Mary Viney, RN, MSN, Director of Patient Care Services, Seton Northwest Hospital, is currently leading network services for Joint Commission accreditation, wound care nurses, venous access team, patient logistics, patient navigation center, transfer center, bed board, and professional outreach. Ms. Viney has been engaged with the Institute for Healthcare Improvement through the Transforming Care at the Bedside initiative since 2003, with a particular passion for frontline staff engagement in performance improvement and developing clinical nurse managers. She has held several clinical and leadership

positions over the past several decades, including nurse manager, director of patient care services over medical/surgical nursing, emergency, women's services, and critical care.

Cally Vinz, RN, Vice President for Clinical Products and Strategic Initiatives, Institute for Clinical Systems Improvement (ICSI), provides leadership and direction for both the scientific and collaborative components of the organization's programs. She has administrative oversight of the shared decision making initiative within ICSI, and operational oversight for the Minnesota Shared Decision Making Collaborative. Ms. Vinz has over 30 years of experience in clinical, administrative, and leadership roles in ambulatory care and hospitals in large integrated systems, small rural settings in a wide variety of clinical areas, as well as industry. She serves on several state advisory boards; directs initiatives with health care providers, health plans, and government agencies; and consults with health care stakeholders in Minnesota and across the US on aspects of health care quality and evidence-based medicine. She has been the executive lead on health transformation projects, consulting with medical groups, providers, specialty practices, health plans, and state and national government on collaborative approaches.

Angelo E. Volandes, MD, Faculty, General Medicine Unit, Massachusetts General Hospital, is also Assistant Professor of Medicine at Harvard Medical School. His research is focused on improving decision-making at the end of life. He leads an internationally recognized group of innovators who create video decision aids to better inform patients about their options at the end of life. Dr. Volandes' work is supported by the Agency for Healthcare Research and Quality, the National Cancer Institute, the National Heart, Lung and Blood Institute, the Alzheimer's Association, and the Foundation for Informed Medical Decision Making.

Thomas von Sternberg, MD, Medical Director of Home Care, Hospice and Geriatrics, Government Programs and Case Management, HealthPartners, is coordinating end-of-life care services and programs for the HealthPartners organization. He has helped develop a palliative care benefit and has been involved in community collaboratives to improve advance directives. Dr. von Sternberg develops and coordinates programs for the geriatric population at HealthPartners, with emphasis on the dual eligible population. He developed and helps manage the post-hospital acute care network for HealthPartners' Medicare patients, and he developed geriatrics case management services.

Mary J. Voutt-Goos, RN, MSN, BScN, CCRN, Director of Patient Safety Initiatives and Clinical Care Design, Henry Ford Health System, has 26 years of health care experience, including 21 years specializing in critical care as a clinician and educator. In her current role, she is responsible for patient safety curricula development and delivery, clinical process design/redesign, and culture of safety and team communication efforts. Ms. Voutt-Goos has been involved in the development and implementation of numerous successful programs, including a Rapid Response Team, in-situ mock code team simulation, and a Safety Champion program. She holds current certification in adult critical care, and recently completed a MSN with a focus on quality and outcomes performance management.

Ruth Wageman, PhD, Visiting Faculty, Harvard University-Harvard College, researches the conditions under which people are able to accomplish great things, especially in collaboration with one another. Her early studies focused on how individuals' intrinsic enjoyment of their work and learning could be enhanced or undermined by how they were rewarded and led. For the last 15 years she has researched the critical conditions that enable teams of people to accomplish collective purposes and to grow in capability over time. Her work places a particular emphasis on self-governing teams, especially those with political and social change purposes. Her current research focuses on creating and leading effective leadership teams, particularly those at the tops of organizations; identifying the challenges faced by self-organizing volunteer groups; and the theory and practice of leadership development.

Beth Warren, MBA, Director, Mayo Foundation for Medical Education and Research

John Wasson, MD, is Professor of Community and Family Medicine and Medicine, and Herman O. West Professor of Geriatrics at Dartmouth Medical School. He is the former Director of the Centers for Aging and Research Director of the Dartmouth-Northern New England Primary Care Research Network (COOP). For 10 years, Dr. Wasson served as national co-director of the Institute for Healthcare Improvement Redesigning the Clinical Office Practice and other IMPACT initiatives. He received the 2006 "pioneer for practice-based research" award from the Agency for Healthcare Quality and Research. His HowsYourHealth.org web-based tools are used nationwide by patients, doctors' offices, and communities to improve communication and health care quality. He is co-author of The Common Symptom Guide, now in its 6th edition, which has supported the training of health professionals since its initial publication in 1975.

Joanne Watson, MD, FRCP, MBBS, is Clinical Director of Patient Experience and Senior Endocrinologist at Musgrove Park Hospital in Somerset, England. She was a Health Foundation Quality Improvement Fellow at the Institute for Healthcare Improvement in 2008-09. During her fellowship, she developed innovative approaches to increasing pride and joy in work, particularly in health care. Dr. Watson is clinical lead with the King's Fund on a British national demonstration project focused on excellence in patient experience in acute National Health Service hospitals, a project which recognizes the importance of staff engagement in improving the quality of health care.

Patty Webster, MPH, serves as an Improvement Advisor and faculty for the Institute for Healthcare Improvement's (IHI's) work in low- and middle-income countries, primarily focusing on projects in South Africa. She worked on-site in inner-city Johannesburg as Advisor and Project Manager for IHI's improvement work with partners in Gauteng Province for three years and continues to provide remote support. Ms. Webster has over 15 years of experience in health care. Prior to joining IHI, she conducted research on HIV and childhood obesity for a health education/communications firm, directed program management for a research division of a health care performance improvement company, and provided technical assistance and training on patient- and family-centered care to hospitals in the US.

Richard Weiner, MD, FACS, Medical Director of Surgical Services, Winchester Hospital, has practiced general and vascular surgery at the hospital since 1987. While at Winchester, he has served as Surgery Department Chairman, Medical Staff President, and a member of the board of directors. Dr. Weiner is a Member of the American College of Physician Executives and is certified by the National Board of Medical Examiners as a diplomat of the American Board of Surgery. He is a Fellow of the American College of Surgeons and a Member of the Boston Surgical Society, Alpha Omega Alpha Honor Society, and the Massachusetts Medical Society.

Scott Weingarten, MD, MPH, President, Chief Executive Officer, and Co-Founder, Zynx Health, is also Clinical Professor of Medicine (Step II) at the UCLA School of Medicine and Director of Health Services Research at Cedars-Sinai Health System. He was a tenured Professor of Medicine (in residence) at the UCLA School of Medicine. Dr. Weingarten has published numerous articles, editorials, and book chapters on quality improvement and related topics. He won the President's Award, Golden Apple Teaching Award, and Alumnus of the Year Award at Cedars-Sinai Medical Center, as well as the Society of General Internal Medicine Award for Outstanding Educational Workshop. He presents frequently on evidence-based medicine, computerized physician order entry, quality improvement, disease management, and related subjects. He serves on the Steering Committee for the American Heart Association "Get With The Guidelines," the HIMSS Patient Safety and Quality of Care Committee, and the Quality Improvement Committee of the Board of Directors of St. Joseph's Health System.

Jed Weissberg, MD, Senior Vice President of Hospitals, Quality and Care Delivery Excellence, Kaiser

Permanente, partners with physician groups, hospitals, regional and national leaders to oversee the national quality agenda. He leads the national quality, service, and clinical systems support functions. In addition to his administrative role, he continues a clinical practice several days a month. Dr. Weissberg has been with Kaiser Permanente for 25 years and has served as Associate Executive Director of Quality and Performance Improvement for the Permanente Federation, and as Physician in Chief of the Fremont Medical Center. He is active in the emerging technology subcommittee and leadership council of America's Health Insurance Plans.

Susan Went, MCSP, MBA, MPH, is Senior Expert in Healthcare Quality Improvement at the Royal College of Physicians, UK, where she leads the national project to improve management of medicines in care homes and a variety of projects for three Royal Colleges designed to build quality improvement capacity within the colleges' mainstream work. She first qualified as a Physiotherapist at Kings College Hospital, London, working as a clinical specialist in Neurological and Elderly rehabilitation. After earning her MBA, she moved into National Health Service (NHS) general management. She was Clinical Director and then Director of Clinical Services at Ipswich Hospital NHS Trust, before moving to London to work at South East and London Regional Offices as Assistant Director of Nursing. Ms. Went was then seconded to the Department of Health (DH) as policy lead for Clinical Governance and Clinical Audit team within CMO's quality Directorate. After four years in the DH, she returned to the NHS to lead whole systems improvement in South West London, working with patients, clinicians and managers in three NHS organizations to deliver improvements in care. She was a 2007-2008 Health Foundation Quality Improvement Fellow at the Institute of Healthcare Improvement.

Michael E. Westley, MD, FCCP, CPE, Medical Director Critical Care and Respiratory Therapy, Virginia Mason Medical Center, is also Associate Program Director for the Internal Medicine Residency program at the medical center. In addition to providing direct patient care, Dr. Westley leads initiatives designed to dramatically improve the safety and quality of care in the critical care unit and hospital-wide. He is a national figure in health care quality improvement, having served as Malcolm Baldrige National Quality Award Examiner, Medical Director at the Alaska Native Medical Center in Anchorage, and faculty for the Institute of Healthcare Improvement. A graduate of the Pennsylvania State University College of Medicine, Dr. Westley completed his internal medicine training at Yale University and his Pulmonary/Critical Care Medicine fellowship at University of Washington.

Win Whitcomb, MD, Medical Director of Healthcare Quality, Baystate Medical Center, leads two bundled payment programs, a wide range of patient safety initiatives, and an organization-wide Lean transformation at Baystate. He also works with the Society of Hospital Medicine as a mentor and developer for its patient safety programs. Previously, Dr. Whitcomb was director of the nation's first 24/7 hospitalist program. He has authored three books and numerous articles on hospital medicine. He recently served on the committee that created certification for hospitalists through the American Board of Internal Medicine. In 1996, he cofounded the Society of Hospital Medicine.

John W. Whittington, MD, is lead faculty for the Institute for Healthcare Improvement (IHI) Triple Aim initiative focused on achieving the optimal balance of good health, positive patient experience of care, and low per capita cost. Previously he was Medical Director of Knowledge Management/Patient Safety Officer at OSF Healthcare System. Prior to that position, Dr. Whittington worked for many years as a family physician. He has been IHI faculty on numerous projects, including safety, spread, inpatient mortality reduction, the Executive Quality Academy, and Engaging Physicians in a Shared Quality Agenda, among others. He is part of the IHI team that works on research and development.

David M. Williams, PhD, Chief Improvement Advisor, Positive Eye Consulting, Inc., started his career as an urban street paramedic. For the last decade, he has acted as an internal and external improvement advisor to governmental agencies, hospitals, and for-profit and not-for-profit organizations. He works with

clients to improve their organizations by enabling appreciation of systems, understanding data and variation, testing changes, and recognizing the influence of psychology. He is also an expert in prehospital emergency medical services systems, and is on the teaching faculty of The George Washington University School of Medicine and Health Sciences.

Mark V. Williams, MD, FACP, FHM, Professor and Chief of the Division of Hospital Medicine, Northwestern University Feinberg School of Medicine, leads one of the largest academic hospitalist programs in the US with more than 70 faculty. A past president of the Society of Hospital Medicine and Editor-in-Chief of the Journal of Hospital Medicine, he currently serves as Principal Investigator for Project BOOST and the Preventing Readmissions through Effective Partnerships (PREP) initiative, in collaboration with the Illinois Hospital Association. With a \$1 million grant from BlueCross BlueShield of Illinois, this effort will disseminate Project BOOST to hospitals across Illinois.

J. Suzanne Wilson, RN, MBA, Director, Resource Management, AnMed Health

Daniel Wolfson, MHSA, Executive Vice President and Chief Operating Officer, ABIM Foundation, leads efforts to complement the goals of the American Board of Internal Medicine (ABIM) and advance professionalism by convening health care leaders, and by conducting research and sponsoring program grants. Previously, Mr. Wolfson served for nearly two decades as the founding president and CEO of the Alliance of Community Health Plans (formerly The HMO Group), where he earned national recognition for spearheading the development of the Health Plan Employer Data and Information Set (HEDIS) and convening the RxHealthValue coalition to provide independent information on the pharmaceutical industry. His prior experience also includes serving as Director of Planning and Research at the Fallon Community Health Plan, where he led the product development team that launched the nation's first Medicare risk contract with the Health Care Financing Administration.

Winston F. Wong, MD, MS, Clinical Director, Kaiser Permanente, Care Management Institute, has joint appointments at the Care Management Institute and the National Program Office of Community Benefit. In this role, he is responsible for developing and cultivating partnerships with communities and agencies to advance population management and evidence-based medicine, with a particular emphasis on safety net providers and the elimination of health disparities. Previously Dr. Wong served as the Chief Medical Officer for HRSA, Region IX. He has been awarded the Outstanding Service Medal from the US Department of Health and Human Services.

Roger Woolf, PharmD, Administrative Director of Pharmaceutical Services, Virginia Mason Medical Center, provides leadership for improving the safety of the medication use process across the continuum of care. He is a certified leader in Lean principles and a long-term student of applying these methodologies to improve the quality and safety of patient care. He is committed to introducing innovative care delivery models that include pharmacist practitioners and bring staff-driven teams towards a common goal of process improvement.

Michel Wouters, MD, Surgical Oncologist, Dutch Institute for Clinical Auditing

Gary R. Yates, MD, Senior Vice President and Chief Medical Officer, Sentara Healthcare, is responsible for the clinical effectiveness programs, physician alignment initiatives, and medical management issues for the 10-hospital system and 350,000-member health plan. A board-certified family physician and fellow of the American Academy of Family Physicians, Dr. Yates is a member of the clinical faculty at the Eastern Virginia Medical School. Previously, he served as Chairman of the Department of Family and Community Medicine and Chief Quality Officer for Maricopa Health System. He currently serves on the VHA Board and the AHA's Quest for Quality Committee. He previously served as a judge for the Arizona Governor's Award for Quality, as co-chair of the Institute for Healthcare Improvement's 9th Annual Nation Forum, and as

President of Virginians Improving Patient Care and Safety, the statewide patient safety consortium for Virginia.

Angela Zambeaux, BA, Project Manager, Institute for Healthcare Improvement (IHI), has managed a wide variety of IHI projects, including a project funded by the Department of Health and Human Services that partnered with IDEO around shared decision-making and patient-centered outcomes research, the STAAR (STate Action to Reduce Avoidable Rehospitalizations) initiative, virtual programming for office practices, and in-depth quality and safety assessments for various hospitals and hospital systems. Prior to joining IHI in early 2007, she provided project management support to a small accounting firm and spent a year in France teaching English to elementary school students.

Bonnie Zell, MD, MPH, Senior Director, Population Health, National Quality Forum, is guiding the organization as it incorporates measures of population health to improve the health of individuals and populations within communities. She has a diverse background in health care as a nurse, physician, and administrator. She was a registered nurse in various settings, a practicing OB/GYN physician for 17 years and later Chief of OB/GYN at Kaiser Permanente, and she served as Medical Director and Physician Midlife Specialist for the Aurora Women's Pavilion in Wisconsin. Dr. Zell then moved into the public sector, where she served as Healthcare Sector Partnerships Lead at the Centers for Disease Control and Prevention focusing on patient safety, health care quality, and primary prevention strategies to support initiatives at the community level. She spent a year at the Institute for Healthcare Improvement as a 2006-07 George W. Merck Fellow and is an ongoing faculty member of the Triple Aim initiative to align public health and health care utilizing quality improvement methods to develop community-wide coalitions focused on health.