



FACULTY BIOGRAPHIES

Grapevine, Texas

Sunday, March 20, 2011 - Tuesday, March 22, 2011

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.

Ronald Adler, MD, Director, Primary Care Practice Improvement, University of Massachusetts Medical Center

Kristen Andrews, BS, serves as Regional Proactive Care Group Leader for Kaiser Permanente's Southern California Permanente Medical Group. In this role, she manages a team of consultants focused on proactive panel management, proactive office encounter (outpatient visits), proactive inpatient encounter (inpatient visits), and proactive office support. Ms. Andrews's team is also involved in condition management for patients with diabetes, asthma, hypertension, HIV, or chronic kidney disease.

Beth M. Averbeck, MD, Associate Medical Director for Primary Care, HealthPartners Medical Group, is a practicing internist with over 15 years of leadership experience in clinic and hospital operations and in quality improvement. She has been involved in HealthPartners' participation in the Pursuing Perfection initiative, led by the Institute for Healthcare Improvement. Her interests include embedding care improvement initiatives and technology into daily operations to support practice efficiencies and improved patient outcomes.

Bruce Bagley, MD, Medical Director for Quality Improvement, American Academy of Family Physicians (AAFP), is the liaison with other national organizations in the quality arena and he actively participates in the development, deployment, and implementation of performance measures. Previously he served as AAFP President and Board Chair and was a Baldrige National Quality Award examiner for several years. During his 28-year practice career, Dr. Bagley provided a full range of family medicine services in a single specialty family medicine group practice. Under his leadership, the 10-physician group was a well-known pioneer in adapting to the challenges of managed care, quality improvement, informatics, and patient-centered care. He has spoken extensively on the topics of performance measurement, medical home, office redesign, electronic health records, and leadership.

Allan L. Bailey, BSc, MD, CCFP, Physician, Westview Primary Care Network, has facilitated the implementation of a local Medical Home System while serving as Associate Clinical Professor of the Department of Family Medicine, Faculty of Medicine and Dentistry, University of Alberta, Site Director of the Westview Family Medicine Community Teaching Unit, Medical Director of Research and Evaluation for the Westview Physician Collaborative, and Site Medical Director of the Westview Health Centre. Dr. Bailey and his team have designed and implemented a variety of family physician clinic-based interprofessional collaborative practice models across the region that encourage primary care physicians to increase access, enhance continuity, comprehensiveness, and coordination of care, and improve the health outcomes of the Medical Home System's service population. He and his team are now developing an evaluation framework to measure the success of the Westview Medical Home System. Dr. Bailey is past Chair of the Westview Primary Care Network and has been a representative forum member of the Alberta Medical Association.

Neil J. Baker, MD, is an improvement coach and consultant with 30 years of experience facilitating change in organizations, partnering with clients to achieve desired results while also enhancing capabilities for high-quality strategy development and decision making. His expertise includes improvement science, behavioral science, adult learning and development, coaching, and ways to approach human dynamics and group patterns that can undermine achievement of outcomes. Dr. Baker has worked with a wide range of organizations, particularly in health care, including serving as faculty and Improvement Advisor for several Institute for Healthcare Improvement programs. Prior to his work as a consultant, he was Medical Director of Clinical Improvement and Education at Group Health Cooperative in Seattle.

Ronald Baker, RN, MSM, MBA, Director of Sourcing for Continuum of Care, Premier, Inc., began his nursing career in cardiac recovery and has since become experienced in critical care, bone marrow transplant, and administration. He is a certified Green Belt in Six Sigma. Mr. Baker received his BSN from Valparaiso University and earned his MSM and MBA from Indiana Wesleyan University.

Sarah A. Ball, BS, MHA, Director of Ambulatory Services, Children's Hospital of Pittsburgh

Richard Baron, MD, is the founding physician of Greenhouse Internists, PC, an independent four physician community-based general internal medicine practice. He has been a Director of the American Board of Internal Medicine since 2001 and will become Chair Elect in July 2007. He has extensive experience in Medicaid Managed Care, was the architect of the Best Clinical and Administrative Practices (BCAP) national program to achieve clinical improvement in Medicaid HMOs, and he now serves on the Standards Committee of NCQA. His current interest is implementation of health information technology in small medical practices.

Patricia Barrett, MHSA, Vice President for Product Development, National Committee for Quality Assurance (NCQA), is responsible for the evolution of new and existing products to meet the needs of a changing health care environment. Ms. Barrett was previously the Lead Consultant for General Motors on managed care and, as Associate Vice President and Program Director for the Health Alliance Plan (HAP)/GM Managed Care Consulting Team, oversaw evaluation of the quality and efficiency of GM's managed care offerings and supplier development activities within its health maintenance organizations (HMOs). She participated in the NCQA Purchaser Advisory Council and the National Business Coalition on Health eValue8 Steering Committee, and she served as an author and scorer for the eValue8 request for information (RFI). During her 14 years with HAP, Ms. Barrett served in a variety of roles, including, as Director of Quality Management, being responsible for all clinical quality improvement and disease management programs, HEDIS production, and NCQA accreditation for the organization.

Karen Barrow is a web producer for the *New York Times*, specializing in health. She holds a master's in biomedical journalism from New York University and a bachelor's degree in biology from Cornell University.

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.

Cara Beatty, MD, Physician, Kaiser Permanente

Mary Ellen Benzik, MD, Medical Director, Integrated Health Partners PHO, also co-directs the Calhoun County Pathways to Health, a multistakeholder community initiative to address the transformation of care delivery. She continues clinical practice in family medicine, and volunteers as faculty at Kalamazoo Center for Medical Studies Family Medicine Residency.

Steven C. Bergeson, MD, Medical Director for Quality, Allina Hospitals and Clinics, is a family practice physician at the Allina Medical Clinic and a Clinical Associate Professor, Department of Family Medicine and Community Health, at the University of Minnesota. Dr. Bergeson was a 2005-2006 George W. Merck Fellow at the Institute for Healthcare Improvement. He is dedicated to improving service quality for patients and developing systems to improve care for people with chronic conditions.

Alexander Blount, EdD, is Professor of Family Medicine and Psychiatry at the University of Massachusetts Medical School, Director of Behavioral Science in the Department of Family Medicine and Community Health, and Director of the department's Certificate Program in Primary Care Behavioral Health, a training program for practicing mental health professionals who want to learn to work in primary care. He also teaches physicians the psychosocial skills of primary care practice and established the postdoctoral Fellowship in Primary Care Psychology. Dr. Blount's books include *Integrated Primary Care: The Future of Medical and Mental Health Collaboration* and *Knowledge Acquisition*, written with James Brule. He has served as President of the Collaborative Family Healthcare Association and as Editor of its journal *Families, Systems, and Health*.

Kenneth Bollin, MD, is Chief of the Department of Family Medicine and the Family Medicine Residency Program and Director at St. John Hospital and Medical Center. He also serves as Chairman of St. John Health Partners and maintains a practice as a family physician. After completing his training at Harvard Medical School and the University of Iowa, Dr. Bollin fulfilled a two-year National Health Service Corps requirement in Algonac, Michigan, a small town where he continued practicing for another eight years, building a five-physician group practice.

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 (better care for individuals, better health for populations, and lower per capita 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.

Elizabeth E. Boyle, MD, Medical Director, Baystate Medical Center, leads clinic redesign projects for improving access and efficiency and the development of a patient-centered medical home at Baystate Mason Square Neighborhood Health Center, where she formerly served as a clinician educator in the Medicine-Pediatrics Residency Program. She is also the Director of Baystate Health Center's Combined Medicine-Pediatrics Residency Program ambulatory curriculum and an Assistant Professor of Medicine and Pediatrics at Tufts University School of Medicine. Previously, she served as the physician champion for clinic redesign at Baystate Health in conjunction with the Institute for Healthcare Improvement Redesigning the Office Practice Innovation Community.

Resa Bradeen, MD, a practicing pediatrician for 18 years, is the Medical Director of Children's Health Alliance, an organization of 125 pediatricians. She leads the organization in implementing quality improvement initiatives across the practices and advocating for child health with state agencies and health plans. Dr. Bradeen is also the Chair of the Pediatric Council of the Oregon Pediatric Society. Before joining her current practice, a large pediatric group practice, she was a solo provider for five years. Earlier, she had practiced with a large multispecialty practice where she eventually became a board member.

Terry Bream, RN, MN, is Senior Nurse Executive for Kaiser Permanente's Southern California Permanente Medical Group, with responsibility for clinical services. She has spoken throughout the country as well as abroad on the topic of collaboration between physicians and nurses, and she is the author of the recently published *Caring: Making a Difference One Story at a Time*. In 2010, Ms. Bream was recognized as one of the 60 Most Distinguished Alumni of the UCLA School of Nursing at its 60-year celebration.

John Brookey, MD, is Regional Assistant Medical Director at Southern California Permanente Medical Group, where he has worked for over 20 years. Since 1997, his primary role has been Physician Director of Quality, Patient Safety, and Risk Management. He is an Assistant Clinical Professor of Pediatrics at UCLA and practices at the Kaiser Permanente Los Angeles Medical Center. Dr. Brookey received his medical training at the University of Oklahoma and the UCLA Center for the Health Sciences.

John Burton, MSc, Associate, World Class Commissioning Programme, NHS Institute for Innovation and Improvement, UK, is leading the strategy work stream. He is also currently undertaking doctoral research in the transfer of international learning at the University of Birmingham Business School. Mr. Burton has a strong interest in organizational development and change. His previous experience includes working with the NHS University and other managerial and human resources roles in the NHS in England.

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.

Laura Byars, PhD, serves as Senior Director of Human Performance at Blue Cross Blue Shield of Michigan, where she is a leader in enterprise-wide learning, talent management, and organization development. She is also a Visiting Assistant Professor at Michigan State University and teaches the human resources and leadership curricula in the weekend and executive MBA programs. Since earning a PhD in industrial and organizational psychology from the University of Tennessee, Dr. Byars has acquired extensive experience in creating corporate strategies for talent management, workforce planning, and organizational development for organizations of all sizes.

Chris Campanile, MD, PhD, Physician and Quality Improvement Director, Hillside Family/Community Medicine

Wayne H. Cannon, MD, Primary Care Clinical Program Leader, Intermountain Healthcare, leads the development and implementation of quality improvement efforts in primary care practices throughout Intermountain Healthcare and the Intermountain Medical Group. Previously he served as Medical Director for Intermountain Medical Group. He maintains an active general pediatric practice.

William M. Caplan, MD, Associate Medical Director, Care and Quality Innovations, UW Medical Foundation

Johann Chanin, RN, MSN, Director of Product Development for the National Committee for Quality Assurance (NCQA), is leading the development of Patient-Centered Medical Home (PCMH) 2011, a revision of NCQA's medical home standards. Ms. Chanin serves at NCQA as an internal and external resource on medical home standards and other new and revised physician evaluation programs and is also involved in giving national workshops on meeting NCQA's medical home standards. She has worked on NCQA Physician Recognition Program operations, managed the development, pilot testing, and public comment process of other physician program standards, and worked with the NCQA research team on assessing depression screening and management in medical practices. With her background as a registered nurse, clinical nurse specialist, and health care researcher, Ms. Chanin has a comprehensive understanding of the challenges and measurement issues associated with physician and medical practice evaluation.

Susan Chauvie, RN, MPA-HA, is Vice President of Quality Improvement for Practice Transformation at the OCHIN Health Center Controlled Network and at O-HITEC, the Regional Extension Center for Oregon, and is leading an effort to achieve meaningful and transformational practice improvements across a diverse group of collaborative organizations in six states. She has extensive clinical, operational, and administrative experience in public and private critical and primary care nursing, in community and public health, and in regional call center management, teaching, coaching, facilitation, and program development. Championing the importance of quality improvement and practice-based research as the springboard to meaningful practice change, Ms. Chauvie is a founding member of OCHIN's Community-Based Practice-Based Research Network and the principal liaison between OCHIN clinicians and scientific researchers collaborating on clinical research.

Alice Chen, MD, MPH, Medical Director, San Francisco General Hospital

Benjamin Chesluk, PhD, a Clinical Research Associate in the Quality Research Group at the American Board of Internal Medicine (ABIM), works on a wide range of research projects, all aimed at helping physicians improve the quality of patient care systems. His current research is focused on understanding and assessing interprofessional teamwork, in both outpatient and inpatient care settings. Before going to work at ABIM, Dr. Chesluk, having earned a PhD in cultural anthropology, spent several years at a design research firm leading numerous ethnographic research projects aimed at improving medical devices and health care delivery. These projects took him into operating rooms, intensive care units, catheterization labs, and ambulatory clinics across the United States, Europe, and Japan and enabled him to observe and analyze how physicians, nurses, and others carried out their everyday work.

Ruth E. Clark, RN, BSN, MPA, Executive Director, Integrated Health Partners (IHP), has been with the organization since 1995. She co-leads the Calhoun County Pathways to Health community-wide initiative coordinated by IHP to improve the health status of chronically ill individuals in the county. She is actively involved on the board of Community HealthCare Connections, the county's indigent care plan, and serves on other community health councils and committees. Prior to joining IHP, she held a management position with a local health plan.

Chelsea McCall Coblentz, MHA, is a Program Manager in the Quality Department at Community Health Plan of Washington. She has worked with community health centers on many projects and is currently involved in efforts to improve HEDIS measures. Among her specialties are serving a culturally and linguistically diverse membership and accreditation activities.

Jack H. Cochran, MD, FACS, Executive Medical Director and President, Colorado Permanente Medical Group (CPMG), is also a Clinical Instructor with the University of Colorado School of Medicine. Previously, he was Executive Medical Director of CPMG. Prior to joining the CPMG, Dr. Cochran was Chief of Plastic Surgery and Chair of Surgical Services at Exempla St. Joseph's Hospital in Denver. He is a champion of medical volunteer work. As President of the C6 Foundation he established a new hospital in East Africa and in his home state of Colorado he serves on the board of directors of the Kempe Foundation, the St. Joseph Hospital Foundation, and the Center for Nursing Excellence.

Mary Cole, RN, MS, APRN, BC, Family Nurse Practitioner

Steven Cole, MD, MA, is a Professor of Psychiatry at Stony Brook University Medical Center and Head of the Division of Medical and Geriatric Psychiatry. At Stony Brook, Dr. Cole directs the Geriatric Psychiatry Fellowship and the inpatient Consultation-Liaison Service. He is also Director of the mental health component of the Medical Monitoring Program for the World Trade Center First Responders and consultant to the Physician's Assistants Program for training in psychiatry and addiction medicine. In addition to teaching and his other activities, Dr. Cole practices in the Medical and Geriatric Outpatient Psychiatry Clinic.

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.

John Cuddeback, MD, PhD, is Chief Medical Informatics Officer (CIMO) of Anceta, LLC, a subsidiary of the American Medical Group Association (AMGA). He works closely with AMGA's member medical groups and Anceta's partners to leverage information and information technology to achieve effective, secure data-sharing, benchmarking, and quality improvement and reporting. Dr. Cuddeback served as CIMO at MedStar Health, where he participated in implementing an advanced clinical documentation and computerized physician order entry system for obstetrics and an ambulatory electronic medical record system in many MedStar physician practices. He also worked with physician leaders to adopt a system for risk-adjusted outcome measurement across all MedStar hospitals and led MedStar's Health Insurance Portability and Accountability Act initiative. Earlier, Dr. Cuddeback led the development at Shands HealthCare of several point-of-care systems, an integrated clinical-financial data warehouse, and a robust analytical capability, among other initiatives.

Melissa Damm, MBA, Clinical Access Program Manager, Providence Health and Services

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, 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, and self-management.

Paresh Dawda, MBBS, DRCOG, DFFP, MRCGP, Primary Care Physician, South Street Surgery, UK, is also an Associate in Safer Care with the NHS Institute for Innovation and Improvement. He has a strong interest in quality improvement and utilization of the European Excellence Model in Healthcare (EFQM). Dr. Dawda teaches on the Leadership for Patient Safety programme for General Practice in England.

Gregory Delozier, RN, Clinical Coordinator, Baystate Medical Practices

Amy Dettman, RN, MBA, Vice President, Physician Division, Bellin Health

Joan Doyle, RN, MSN, MBA, Executive Director, Penn Home Care and Hospice Services, University of Pennsylvania Health System

Robert Eidus, MD, MBA, President, Cranford Family Practice, is a family physician in solo private practice, a TransforMED participant, and an independent consultant. He is Vice President of the New Jersey Academy of Family Physicians, serves on the board of managers of Vista IPA, and he is Chairman of the New Jersey Collaborative for Patient-Centered Care. Previously Dr. Eidus was CEO of Innovative Health Solutions and Executive Vice President of ChoiceCare Health Plans.

Jan E. Ellis, MA, Educator

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.

Sue Ertl, RN, MSN, has been leading performance improvement and systems redesign at UW Health of the University of Wisconsin since 2003 and is currently Vice President of Care and Quality Innovations for UWMF, where she has been since 1995. She is responsible for improving the ambulatory clinical and service quality provided at UW Health as well as for Unity Health Plan's health services and care management teams. Ms. Ertl brings over 25 years of ambulatory health care experience to these roles, including prior work in direct patient care, clinic management, and clinical practice redesign.

Mark Faron, MD, has been a practicing internist since 1985. He joined the St. John's Mercy Medical Group in 1995 and has been Electronic Health Record (EHR) Medical Director there since 2003.

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 Development Program and previously co-chaired several IHI Patient Safety Collaboratives. Mr. Federico coaches teams and lectures extensively, nationally and internationally, on patient safety. He is co-author of a book chapter and several articles on patient safety, and an executive producer of "First, Do No Harm, Part 2: Taking the Lead." Previously, he was 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.

Lauren Fiedler, MSIE, is Lead Consultant with the University of Wisconsin Medical Foundation Care and Quality Innovations Department. The key focus of her work is leading system-wide initiatives to redesign primary care. Ms. Fiedler holds both a bachelor's degree and a master's degree in industrial and systems engineering from the University of Wisconsin at Madison.

Ross L. Fulton, MBA, Operations Director, Central Services, Intermountain Healthcare

Tejal Gandhi, MD, Executive Director of Quality and Safety, Brigham and Women's Hospital, is also Director of Patient Safety at Partners HealthCare. In these roles, she has worked to redesign systems to reduce medical errors and improve quality, and led efforts to standardize and implement patient safety best practices across Partners. A board certified internist, she is also an Associate Professor of Medicine at Harvard Medical School. Her research interests focus on patient safety and reducing error using information systems. Dr. Gandhi won the 2009 John Eisenberg award for her contributions to understanding the epidemiology and possible prevention strategies for medical errors in the outpatient setting.

David N. Gans, MSHA, FACMPE, Vice President of Innovation and Research, Medical Group Management Association (MGMA), administers research and development for both MGMA and its research affiliate, the MGMA Center for Research. His current research projects focus on four areas of interest: patient safety and quality; administrative simplification, cost efficiency, and the dissemination of best practices; the use of information technology by physicians; and preparing physician practices for health care reform legislation and a transformed health delivery system.

Ben F. Gaumer, DO, is Vice President of Quality and Information Technology for Mercy Clinics and an adjunct faculty member at Des Moines University in the Department of Global Health. Dr. Gaumer served in the US Navy for 32 years, attaining the rank of Rear Admiral and serving as the Navy Surgeon General's primary consultant on reserve medicine. At the time of his retirement from the Navy, he was serving as the Assistant Deputy Surgeon General for Total Force Integration. Dr. Gaumer also practiced family medicine for 30 years, providing the full range of family medicine services.

Navneet Gill, MD, Medical Director, Viola Pitts Clinic, University of North Texas Health Sciences

Tej Gill, MS, MBA, CEO and Vice President for Marketing, GilmanHealth

Alan Glaseroff, MD, Chief Medical Officer, Humboldt Del Norte IPA, also maintains a part-time private practice in family medicine. He is the Principal Investigator for the Humboldt Diabetes Project, and served as President for the California Health Care Foundation's Leaders Group in 2006-2007. He chairs the Technical Quality Committee, and also serves on the Steering and Executive Committees, for the California Pay for Performance initiative under the Integrated Healthcare Association. Dr. Glaseroff was appointed a member of the Advisory Committee for the NCQA Patient-Centered Medical Home initiative, and he was named 2009 California Family Physician of the Year.

Emily C. Glynn, Director of Practice Operations, St. John Health System

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, Visiting Assistant Professor at Fairfield University School of Nursing in Fairfield, and an Institute for Healthcare Improvement faculty member. 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 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.

Allyson Gottsman, Associate Director, Colorado Clinical Guidelines Collaborative (CCGC), was the founding member of the CCGC Practice Transformation team. She is also the Colorado Director of the national practice transformation program, Improving Performance in Practice, which provides tools, resources and support to primary care practices to transform how health care is delivered. Fundamental to the CCGC approach is in-office coaching, participation in Learning Collaboratives, and registry functionality to develop an infrastructure to support high-quality population management and progress along the continuum to a patient-centered medical home.

J. Robert Gray, MD, Medical Director, OMNI Medical Group

Damara Gutnick, MD, is Clinical Assistant Professor of Medicine and Psychiatry at the New York University School of Medicine and a general internist at Bellevue Hospital. A leader in depression care for the New York City Health and Hospital Corporation (HHC), Dr. Gutnick has implemented a depression screening and care management program that helped her hospital qualify as a Medical Home for Depression; developed an interactive, Web-based training module to teach primary care providers how to utilize collaborative care to screen for and manage depression; and developed the "HHC Depression Pocket Guide." Her current work includes implementation of standardized suicide screening protocols and integration of psychiatric and primary care services. Dr. Gutnick has presented her depression-related work at national conferences, and with her collaborators, she is developing Web-based modules to teach Comprehensive Motivational Interventions. Dr. Gutnick also has extensive expertise in interviewing and caring for survivors of torture and has conducted trainings for federal asylum officers and consulted for the Department of Homeland Security.

Byron L. Haney, MD, is a family physician and President of Family Health Care of Ellensburg in Washington State, a three-physician, full-service obstetrics and rural family medicine group. The group's philosophy of care is to provide a Family Medical Home environment in which preventive medicine is a high priority and is valued. This philosophy, combined with an electronic medical record system that has been in operation for the past 12 years, the group has won the hearts of patients and received insurance company awards and recognition for excellence, including having been granted a significant reduction in administrative burdens by the local HMO.

Jennie Chin Hansen, CEO of the American Geriatrics Society (AGS), recently transitioned from her two-year term as President of AARP. The AGS is the nation's leading membership organization of geriatrics health care professionals, whose shared mission is to improve the health, independence and quality of life of older people, especially those with multiple and complex conditions. In 2005, Hansen transitioned after nearly 25 years with On Lok, Inc., a nonprofit family of organizations providing integrated, globally financed, comprehensive and multidisciplinary primary, acute, and long-term care community-based services in San Francisco.

Marjie Grazi Harbrecht, MD, Medical/Executive Director, Colorado Clinical Guidelines Collaborative (CCGC), has led the organization since 1999. CCGC works with practices and communities to transform health care delivery through multiple activities, including two major national initiatives: Improving Performance in Practice (IPIP) and the Colorado Multi-Stakeholder, Multi-State Patient-Centered Medical Home Pilot. Dr. Harbrecht lectures nationally about quality improvement, risk management, and patient safety issues. She also serves as an Assistant Clinical Professor in Family Medicine at the University of Colorado Health Sciences Center, and she is a board-certified family physician.

Julie Harris, BSIE, MBA, as Manager of Quality Programs at Children's Health Alliance, is primarily concerned with leading the Asthma Care Management Improvement Initiative at 30 pediatric practice sites. She has 15 years of experience in quality and process management positions in health care and technology services, roles that have involved her in process engineering, strategic planning, operations management, quality training, project management, performance measurement, decision analysis, and service delivery and business planning. When Ms. Harris was Supply Chain Manager for LSI Logic Corporation, her group managed worldwide supply and demand planning, as well as quality improvement programs, and implemented a global service delivery planning system. Earlier, she worked for Kaiser Permanente Northwest as a Management Engineer and Strategic Services Consultant, leading multidisciplinary quality improvement teams that redesigned and tested new operational strategies in both primary care and specialty care settings.

AnnMarie R. Hess, MSN, MS, President, Clinical Performance Management, Inc., provides performance improvement, idealized design, and clinical microsystem assessment support for health care organizations. She was formerly the Senior Analyst for Measurement for the IHI Idealized Design of Clinical Office Practices prototype initiative. Ms. Hess has practiced as a clinical specialist and nurse practitioner in outpatient and inpatient settings. She is a graduate of the Center for Clinical Evaluative Sciences at Dartmouth Medical School.

Kathryn A. Horner, MS, Project Manager, Group Health Research Institute

Jason Hosain, Assistant Professor, University of Saskatchewan

Thomas Huber, MC, ECS, Managing Director, Patient Care Services and Strategic Initiatives, Kaiser Permanente, focuses on nursing leadership and strategy, nurse-physician and team collaboration, and transitional care. He has worked for the Dartmouth Medical School, University of California, San Francisco, and The Lewin Consulting Group, completing more than 18 projects in strategic management, operations redesign, leadership, and high-performance health care teams. As a faculty member at Dartmouth Institute for Health Policy and Clinical Practice, he helped develop the microsystem (UBT) model and contributed to several chapters for a book on high-performance teams, *Quality by Design*. Mr. Huber has completed health care leadership and strategic work for the California Healthcare Foundation, the California Children's Hospital Association, the American Hospital Association, Dartmouth Medical School, and Intermountain Healthcare.

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.

Brent Jaster, MD, is a family physician and consultant for JasterHealth inc., University of Colorado School of Medicine. He works with John Scott, MD, creator of the Cooperative Health Care Clinic model of shared medical appointments (SMAs), and has experience with SMAs in clinical research and family medicine clinics. He has helped clinics throughout North America implement successful SMA programs, and he modifies SMAs for the corporate and community settings.

Richard G. Jenkins, MBBS, BSc(Hons), MRCGP, is a General Practitioner in Staffordshire, England, and a Safer Care Associate and Improvement Fellow at the NHS Institute for Innovation and Improvement. He has experience in improving patient safety, designing reliable health care, moving care closer to home, prioritizing opportunities, primary care access, and clinical leadership. He completed the IHI Patient Safety Officer training program in 2008 and now teaches on the UK Leading Improvement in Patient Safety programme for hospital and primary care clinicians and patient safety managers. His latest project has been co-designing and developing a Global Trigger Tool for General Practice. Dr. Jenkins writes articles for general practice journals and his interests include improving patient safety, clinical systems improvement, clinical engagement, and leadership.

David P. Johnson, MBA, Regional Clinic Director, HealthPartners

Trista W. Johnson, PhD, Director of Quality, Outcomes, and CIS, Providence Medical Group, is currently working on initiatives such as Advanced Access, eHealth, chronic illness improvement, and new provider compensation models as part of implementing the medical home. She served in previous roles as the Director of Measurement and Analysis and the Director of Patient Safety for Allina Health System.

Fred Kampe, Lean Facilitator, Denver Health Medical Center

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 Associate Medical Director.

Donald Kennerly, MD, PhD, Vice President of Patient Safety and Chief Patient Safety Officer, Baylor Health Care System, has operational responsibility for the safety of care in 13 hospitals and over 100 owned ambulatory physician offices. His role also includes executive leadership for a portfolio of programs to reduce inpatient mortality, and funded research on the development and use of Trigger Tools to improve measurement of adverse event rates and reduce the risk of patient harm. Dr. Kennerly had a 16-year academic career in the Department of Internal Medicine at University of Texas Southwestern that included clinical and health services research related to asthma and teaching clinical care.

Susan C. King, RN, PhD, CPNP, Vice President for Clinical Services, RediClinic

Donald J. Klingen, MD, Medical Director, Information Services, Crozer-Keystone Health System

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.

Del Konopka, RN, MS, Education Coordinator, Mercy Clinics, Inc., provides resources for patient and staff education, edits the website, manages projects for the Health Coaches Training Program, and writes grants. Previously, she was the clinical study coordinator for an NIH funded research project at Iowa State University, with a focus on immune response in the aged as influenced by exercise. Ms. Konopka has presented at local and national conferences and has several journal publications. She has 20 years of experience as a college faculty member in Iowa and Illinois, is a certified Health and Fitness Specialist, and a member of Sigma Theta Tau International Honor Society of Nursing.

Frannie Kronenberg, MD, MSc, practices internal medicine and is the Medical Director of Ambulatory Practice Improvement for the Ochsner Health System. As the Lead Physician of the MyOchsner patient portal, she is driving the organization's adoption of new models of primary care, including health coach nurses and shared medical appointments. Previously, as the Chief Medical Officer of a community hospital in Greater New Orleans, she acquired on-the-job disaster management experience during Hurricane Katrina and its aftermath. Prior to moving to New Orleans in 2004, Dr. Kronenberg was the Medical Director of the Brigham Physician Group, part of Brigham and Women's Hospital and Partners Healthcare System, where she first began using a patient portal.

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.

David Lainoff, MD, Physician, Crozer-Chester Medical Center

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 IHI 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*.

Ann Lefebvre, MSW, CPHQ, Associate Director, North Carolina Area Health Education Centers Program, University of North Carolina (UNC) at Chapel Hill, oversees statewide quality improvement efforts. Her responsibilities include serving as Executive Director of the North Carolina Regional Extension Center and directing the Improving Performance in Practice Program for the state, which is part of the North Carolina Healthcare Quality Alliance. In this role, Ms. Lefebvre has developed a program to train and support over 40 staff to perform as consultants in primary care practices across the state, to assist in the adoption and use of technology to improve the provision of quality health care in the primary care setting. She has an adjunct faculty appointment in the Department of Family Medicine at UNC Chapel Hill and serves as faculty for the Institute for Healthcare Improvement on the Primary Care Practice Coach Professional Development Program. Her experience includes working in a variety of ambulatory care settings to help providers and staff use technology and quality improvement techniques to improve clinical outcomes as well as patient and staff satisfaction.

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 initiative, Improving Patient Care, for the Indian Health System.

Julie A. Lindenberg, DNP, APRN, FNP-BC, DCC, Clinical Quality Manager, RediClinic

Gregory Long, MD, Chief Medical Officer, ThedaCare, provides clinical and administrative leadership in support of improving safety and clinical and service quality throughout the organization. A family physician at two ThedaCare practices for 15 years, Dr. Long also served as a physician leader who led clinic redesign at both practices, including implementing an electronic medical record and embedding advanced access.

Lucy W. Loomis, MD, MSPH, Associate Professor of Family Medicine, 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 in their network of community health centers. She has over five years of training and experience in use of Lean systems analysis in the clinic setting to improve both operational efficiency and clinical quality. Dr. Loomis has worked on health-center-based residency training as the founding director of the Denver Health track of the University of Colorado Family Medicine Residency, which is currently implementing a patient-centered medical home curriculum and was approved for a Primary Care residency expansion grant.

Audrey L. Lum, RN, MPA, Chief of Clinical Services, UNITE HERE Health Center

Lorna Lynn, MD, is a general internist. After completing a clinician-educator fellowship in general internal medicine at the University of Pennsylvania, she joined the faculty, serving as Director of Ambulatory Care Education and winning several teaching awards during her eight years on the faculty. She joined the staff of the American Board of Internal Medicine (ABIM) in 2000 and has been integral in the development of ABIM's program for measurement of clinical performance, applying her expertise in care for patients with chronic illness and her understanding of adult learning in the creation of novel formative and summative assessment tools to improve the quality of care.

Dan MacCarthy, MB BCH, BAO, Director Professional Relations, British Columbia Medical Association (BCMA), is responsible for the Physician Health Program, the Patterns of Practice Committee (including the annual production of Physician Profiles), and the Guidelines and Protocols Steering Committee. From its inception, he has been responsible for the General Practice Services Committee that collaborates with government to target new general practice monies toward guideline-based care for improved patient outcomes. Dr. MacCarthy is currently the medical lead for a large-scale quality improvement transformation of primary care in BC. A family practice physician for more than 23 years, he has also served as medical director of many long-term care institutions. His previous experience includes President-Elect of BCMA, Co-Director of the BC Diabetes Collaborative, and participation in the Provincial CDM/QI task force and the eDrug Steering Committee.

Margaret Mason, MHSA, Clinical Programs Development Manager, Physician Group Incentive Program, Blue Cross Blue Shield of Michigan (BCBSM), is also lead developer for BCBSM's Patient-Centered Medical Home program. She collaborates with physicians and other clinical leaders throughout Michigan to develop and implement policies and programs in support of practice transformation.

Nancy A. McClure, Senior Vice President, HealthPartners Medical Group and Clinics, is responsible for administrative leadership and previously served Vice President for Specialty and Hospital Contracting. Prior to joining HealthPartners, Ms. McClure served as Deputy Commissioner for Labor Relations and Compensation for the State of Minnesota. This work experience has given her an understanding of health care from a purchaser and labor-management perspective. She holds Juris Doctor and Bachelor of Science degrees from the University of Minnesota.

Nancy McDonald, RN, BSN, Lean Facilitator, Denver Health and Hospital Authority, has been involved in quality improvement activities that have added \$8 million in additional revenue or cost savings to the organization's bottom line. She has been involved in Lean improvement process at the community safety net hospital for four years, with a focus on obstetrics, gynecology services, and community health services. Ms. McDonald is also responsible for improvement initiatives that involve the medical home at multiple practice sites.

Mary McDonough, RN, as Practice Administrator at the Maine Medical Center Family Medicine Center, is actively involved with chronic disease care initiatives and state collaboratives. One of those initiatives, a three-year State of Maine Patient-Centered Medical Home pilot, now in its second year, has earned an NCQA Level III. Committed to meeting the challenges of changes in health care delivery, Ms. McDonough has been instrumental in creating and making change at her practice with medical group visits, including the Transition of Change: Hospital to Home group.

John W. McKenna, MBA, Storyteller, Wythe Creek Technology

Kelly McQuillen, RD, Director of Patients as Partners, Primary Health Care Branch, British Columbia Ministry of Health Services, has 18 years of experience as a director and strategic health care professional working for the federal, territorial (Yukon) and provincial (Manitoba and British Columbia) governments. Ms. McQuillen is committed to patient- and family-centered care as an innovative approach to the planning, delivery, quality improvement, and evaluation of health care. Her current position facilitates the patient and family voice, choice, and representation in the improvement and system redesign of primary health care in BC. She is a registered dietitian who has an in-depth knowledge of public health, primary health care, health promotion and nutrition.

Joseph A. Miller, Performance Improvement Analyst, Vanderbilt University Medical Center

L. Gordon Moore, MD, is Director of the Ideal Medical Practices Project, where practicing physicians are demonstrating improved experience of care and clinical outcomes for the patients they serve. He is a national leader in improving health care in primary care and medical office practices. Dr. Moore is an Institute for Healthcare Improvement faculty member in office practice redesign, and a Clinical Associate Professor with the University of Rochester Departments of Family Medicine and Community and Preventive Medicine.

Farzad Mostashari, MD, ScM, serves as Deputy National Coordinator for Programs and Policy with the Office of the National Coordinator for Health Information Technology (HIT) at the US Department of Health and Human Services. In his previous position at the New York City Department of Health and Mental Hygiene (DOHMH) as Assistant Commissioner for the Primary Care Information Project, his role was encouraging and facilitating the adoption of prevention-oriented HIT in underserved communities. Besides leading the New York City Center of Excellence in Public Health Informatics, Dr. Mostashari has also been in charge of a project funded by the Agency for Healthcare Research and Quality (AHRQ) focused on quality measurement at the point of care. Dr. Mostashari established the Bureau of Epidemiology Services at the DOHMH, served as one of the lead investigators in the outbreaks of West Nile virus and anthrax in New York City, and has been one of the first developers of real-time electronic disease surveillance systems nationwide.

Regina Neal, MPH, MS, Director, Practice Redesign and Performance Improvement, Primary Care Development Corporation (PCDC), oversees the programs that help clients deliver high-quality, patient-centered care. Since 2001, Ms. Neal and her team have coached more than 200 teams in New York and California to help them reduce cycle times, create same-day open access to appointments, establish care teams, and create patient-centered facilities and systems of care. Most recently, she developed PCDC's medical home programs, which are designed to help safety net providers achieve NCQA Medical Home recognition. She co-authored and led the development of a how-to guide for obtaining NCQA Medical Home recognition.

Karen Nelson, MD, MPH, CEO and Medical Director, UNITE HERE Health Center

Patricia O'Brien, RN, MA, CNeph(C), is Manager of Quality Improvement with the Quality Improvement and Innovation Partnership (QIIP), a Ministry of Health and Long-Term Care funded organization with the mandate to build capacity and capability for quality improvement work in primary health care in Ontario, Canada. Quality improvement integration and application has been a constant in her various professional roles, including her current position at QIIP. Ms. O'Brien is a registered nurse with experience in education, management, clinical research, policy development, and training and development.

Pankaj Patel, MD, Medical Director, Advocate Health

Robert A. Petzel, MD, Under Secretary for Health, Veterans Health Administration (VHA), oversees the health care needs of millions of veterans enrolled in the VHA, the nation's largest integrated health care system. With a medical care appropriation of more than \$48 billion, VHA employs more than 262,000 staff at over 1,400 sites, including hospitals, clinics, nursing homes, domiciliaries, and Readjustment Counseling Centers. Previously he served as VA's Acting Principal Deputy Under Secretary for Health. Dr. Petzel is particularly interested in data-based performance management, organization by care lines, and empowering employees to continuously improve the way we serve our veterans.

Jennifer Powell, MBA, MPH, is a senior consultant with Spragens & Associates, LLC, which specializes in planning and broad-scale implementation of quality improvement initiatives in health care settings, including large academic medical centers. In 2002, she served as Director for the Institute for Healthcare Improvement IMPACT Leadership Community, leading programs and innovation communities for senior leaders. From 2005 to 2008, she directed the Patient Access and Efficiency Initiative, a QI initiative to improve access across 60 outpatient clinics at University of North Carolina (UNC) Health Care System. Her current client list includes the Mayo Clinic (Rochester campus), Duke University Health System, UNC National Faculty Fellowship Program, and The Commonwealth Fund/Qualis Health Safety Net Initiative.

Lee Radosh, MD, FAAFP, Director of the Family Medicine Residency Program, Reading Hospital and Medical Center, is also Associate Professor in the Department of Family and Community Medicine at the Temple University School of Medicine, and Clinical Assistant Professor in the Departments of Family and Community Medicine at the Drexel University College of Medicine and the Penn State College of Medicine. Dr. Radosh's professional interests include medical student education, research, medical informatics, medicine and the media, and practice management. He has served on the editorial board of *Family Medicine* and hosts a monthly cable television show called *Medicine in the News*. Dr. Radosh has lectured extensively on the patient-centered medical home (PCMH) and practice transformation and is on the faculty of an Improving Performance in Practice-sponsored collaborative in Pennsylvania. He has won several awards for his work in practice transformation and is currently leading several projects at his residency program. His office was selected to participate in the Governor's Office of Healthcare Reform Chronic Care Initiative for the South Central Region and awarded NCQA Level III PCMH recognition.

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.

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 program has spread rapidly in over 70 medical group clinics, including uninsured, rural, and 20 non-Intermountain community clinics. Ms. Reiss-Brennan has published and presented both nationally and internationally, holds a joint faculty appointment with the University of Utah College of Nursing, and is currently a doctoral candidate in Medical Anthropology.

Jodie Root, MBA, Chief Operating Officer, Practice Transformation Institute, oversees development and delivery of the practice coach training program and products and services for experiential learning that support meaningful change and improvement in medical practices and residency training programs. She is a visionary change agent and health care executive with substantial understanding of health care operations across diverse functional areas and organizations. Ms. Root has held senior-level positions in sales and marketing, clinical program development, and provider contracting and network management with Cardiacom Multi-Disease Management, Optum/UnitedHealth Group, BCBS of Minnesota, and Blue Care Network/BCBS Michigan. She also served for several years in leadership positions in academic practice management at the University of Michigan and Ohio State University medical centers.

Paul Rosen, MD, MPH, MMM, is the Clinical Director of the Division of Rheumatology at the Children's Hospital of Pittsburgh. He also serves as the Clinical Director of the Ambulatory Electronic Medical Record at Children's. He is Assistant Professor of Pediatrics at the University of Pittsburgh School of Medicine.

Michael Rosenblum, MD, is the Medical Director of Baystate High Street Health Center, an innovative academic site for 48 medical residents that delivers more than 35,000 visits per year. Dr. Rosenblum's interests include development and implementation of the patient-centered medical home, radical office redesign, and innovations in graduate and undergraduate medical education, as well as quality improvement. He has presented numerous abstracts and workshops at regional, national, and international conferences on office and residency redesign.

Yelena Rozenfeld, MPH, Biostatistical Analyst, Providence Medical Group

Diane Russell, BSN, MBA, is the Director of Medical Management and Quality for the Baystate Medical Practice group of Baystate Health, with responsibility for fostering high-quality and cost-effective care throughout the group. She is accountable for defining and implementing strategies for managing population-specific patient care initiatives to ensure that the same level of high-quality care and service is provided throughout the medical practices. To this end, Ms. Russell works collaboratively with multidisciplinary teams to identify opportunities for enhanced, efficient health care delivery and assists them in redesigning the infrastructure to continuously improve the care provided to patients. Her past clinical experience includes work in adult and pediatric critical care units and general medical-surgical care.

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.

Lee B. Sacks, MD, Executive Vice President and Chief Medical Officer, Advocate Health Care, is responsible for Clinical Support Services, Information Systems, Risk Management/Insurance, Supply Chain, Research and Medical Education, and Clinical Laboratory Services. He also is Chief Executive Officer of Advocate Physician Partners, the umbrella organization for the Physician Hospital Organizations and the medical groups. Previously, Dr. Sacks served as Medical Director and Vice President of Lutheran General Health Plan, and as Vice President of Primary Care Development for Lutheran General HealthSystem. He is on the Metro Chicago board of the American Heart Association, a trustee of the Institute of Medicine Chicago, and Board Chairman of the Institute for Clinical Quality and Value. Dr. Sacks received the 2009 Institute of Medicine Chicago/CQPS Otho S. A. Sprague Memorial Institute Recognition Award in Patient Safety and the 2010 American Academy of Family Physicians Robert Graham Physician Executive of the Year award. He speaks frequently on clinical integration and hospital system-physician issues.

Julie Sanderson-Austin, RN, Vice President for Quality Management and Research, American Medical Group Association, directs outcomes studies, benchmarking programs and best practices collaboratives with large multispecialty medical groups and integrated delivery systems. She is currently serving as the quality improvement leader for the multi-site chronic care management demonstration through the Centers for Medicare & Medicaid Services, in which new methods of care coordination are being tested.

Judith K. Schaefer, MPH, is a senior research associate with the MacColl Institute for Healthcare Innovation and with Improving Chronic Illness Care, a Robert Wood Johnson Foundation (RWJF) funded program to promote health system change for people with chronic illness located at the Group Health Research Institute. Previously she was Director of the Self-Management Support Learning Community, New Health Partnerships: Improving Care by Engaging Patients, an RWJF funded program at the Institute for Healthcare Improvement. Ms. Schaefer co-chaired the Self-Management Workgroup for the Bureau of Primary Health Care's Health Disparities Collaboratives and she speaks frequently on helping people and systems change.

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 responsible for the ongoing development of IHI's spread methodology and use of virtual learning methods. 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.

Jorge Scheirer, MD, Medical Director, RPS Internal Medicine

Andrew Scott-Clark, MRPharmS, MSC, HonFPH, Deputy Director of Public Health, Eastern and Coastal Kent Primary Care Trust, UK, leads the Thanet district's Triple Aim project that aims to reduce health inequalities between the two most deprived wards and the least deprived wards through specific and focused commissioning. He has worked in the National Health Service for over 23 years in both the primary and secondary care sectors, and he has over 16 years of experience in various health commissioning organizations in southeast England. He currently leads the Public Health Directorate of NHS Eastern and Coastal Kent and ensures that strategic direction and commissioning meets the needs of the population, is consistent with partner organizations, and is based on good information.

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.

Amit Shah, MD, Medical Director, Multnomah County Health Department

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.

Beryl Shaw, Communications Expert and Trainer, has been a member of the Consumer Advisory Committee at Peter Mac Cancer Hospital since 1994 as well as a member of the Bowel Cancer Survivorship Research Committee. In recent years she worked as a Cancer and Communication MC and Facilitator for several organizations, including the Rotary Club and the Arthritis Foundation, and as a consultant to businesses and aged care facilities on sexual harassment issues. The founder of Another Life Ceremonies, she is also a founding member of Fibromyalgia Groups of Victoria. Ms. Shaw has published research papers and books, including *Out Here on My Own*, *Cancer: A Journey*, and *After Cancer: The Journey Continues*. She has designed and conducted courses and seminars on the challenges confronted by single people, including bereavement and divorce, as well as seminars for the professionals who work with this population, from lawyers and teachers to doctors and nurses.

Martha Shenkenberg, BSN, MBA, has been a clinical operations improvement consultant for more than 20 years. Her areas of expertise include population care management program design and implementation, electronic health record optimization, and primary care redesign. She earned both her nursing and MBA degrees from the University of Virginia. Her consulting experience started with firms such as Booz-Allen and Deloitte.

Mark C. Shields, MD, MBA, Senior Medical Director, Advocate Physician Partners, is also Vice President of Medical Management for Advocate Health Care. In this role he oversees all clinical functions related to 2,900 physicians aligned with the eight Advocate hospitals. Dr. Shields has served on the boards of the Alliance of Independent Academic Medical Centers and the Medical Group Management Association. He is a Fellow of the American College of Physicians and an Assistant Clinical Professor at University of Illinois-Chicago.

Bat B. Shunatona, MD, Assistant Medical Director, OMNI Medical Group

David E. Shute, MD, is Medical Director and Senior Consultant with GreenField Health System, an innovative medical practice whose mission is to deliver superior clinical quality and patient service, and disseminate best practices through advocacy and teaching. Previously, he served as Medical Director of Acumentra Health, the Oregon Quality Improvement Organization, where he provided oversight of all clinical activities and led the state's quality improvement activities. Dr. Shute has served as director and improvement advisor of multiple improvement collaboratives. He has extensive practice and medical group leadership experience, and also serves as faculty at Legacy Internal Medicine Residency Program.

Joseph Siemienczuk, MD, Chief Medical Officer, Providence Medical Group, oversees ambulatory primary care to over 200,000 patients in 20 clinics. All clinics are paperless, using Logician to provide care and document all patient encounters. Dr. Siemienczuk practiced primary care medicine in the Providence Health System for 22 years. He founded the Medical Group's Primary Care Research Program, which emphasizes investigation of advancements in medical informatics, including the development and evaluation of electronic disease management registries.

Jack Silversin, DMD, DrPH, President, Amicus, Inc., is a health care consultant with 25 years of experience. He works with medical organizations to strengthen leadership and governance, and to accelerate the implementation of large-scale change. His work on compacts helps to build relationships between medical staff and administration that are critical to successful care improvement and professional satisfaction. Dr. Silversin co-authored the book, *Leading Physicians Through Change*, and serves on the faculty of medicine at Harvard University.

Christine Sinsky, MD, General Internist, Medical Associates Clinic and Health Plans, also works with the Society of General Internal Medicine on ambulatory practice redesign, pay for performance, quality measurement, and coding. She is on the physicians' advisory committee for NCQA's Physician Recognition Programs, including the Patient-Centered Medical Home. Dr. Sinsky is a board member of the American Board of Internal Medicine.

Ann Skelton, MD, is Chair of the Department of Family Medicine at Maine Medical Center. She has taught leadership skills to other physician administrators, served as Residency Program Director at Maine Medical Center, and continues to teach in the hospital and office settings. Dr. Skelton is an active clinician in family medicine, including care of pregnant patients.

Elaine M. Skoch, MN, EMBA, Practice Metrics Manager, TransforMED, has worked to improve services for the chronically mentally ill, including empowering people to participate in their care by partnering with providers, improving the quality and efficiency of care with a focus on prevention and wellness, and improving access to care. For the past 15 years she has served in administrative and leadership positions in both public and private health care settings. Ms. Skoch has experience in performing major systems analysis and reorganization, organizational development, long range planning, marketing, change management, budgetary oversight, and program evaluation through continuous quality improvement initiatives. Her clinical nursing experience includes the ICU and telemetry, and providing services for indigent and homeless clients in the inner city.

Zula Solomon, MBA, Quality Improvement Coach, Colorado Clinical Guidelines Collaborative, has been with the Collaborative since 2006. She has been involved with quality improvement initiatives for the last 10 years in various primary care settings, and she has worked with community health centers, Quality Improvement Organizations, and private practices. Her work primarily focuses on implementing sustainable systems to provide timely and high-quality care for patients.

Meyers Stallings, MBA, is Administrative Director of the Performance Improvement Office of Vanderbilt University Medical Center (VUMC). This VUMC team is made up of operations engineers and clinicians whose primary missions are redesigning patient-centered core operations and serving as a human resources fast-track development program for the medical center. Previously Mr. Stallings spent 20 years providing operations and performance improvement consulting services for a cross-section of health care providers, including academic medical centers, integrated health systems, and multispecialty group practices.

Kevin Stange, MD, Surgeon, Alaska Native Medical Center

Richard C. Stark, MD, Director of Primary Care Clinic Operations, Patient Care Services, Department of Veterans Affairs, has been with VHA for over 28 years as a primary care provider and leader in medical centers and community-based outpatient clinics, as well as in leadership roles at the facility, VISN, and national levels. Previously he was Associate Chief of Staff for Ambulatory Care for the VA New Jersey Health Care System. He is a graduate of Colgate University and New Jersey Medical School, and trained in Internal Medicine at the University of Medicine and Dentistry of New Jersey. In addition to his work with the Primary Care program office and Patient Aligned Care Teams, Dr. Stark chairs the VHA Outpatient Systems Redesign Steering Committee.

Rose M. Steiner, RN, BSN, MBA, CPHQ, is a registered nurse with over 30 years of experience in hospital, urgent care, assisted living, and occupational nursing. Specializing in process improvement in the physician office setting, she also has extensive experience in human resource management, benefits management, staff and community education, health care marketing, disability and absence management, and program development and management. Ms. Steiner is well versed in the patient-centered medical home concept and uses her health care quality and process improvement skills to move practices in this transformation process and to work with patients in the transition in care from hospital to home. She is a Certified Professional in Healthcare Quality, achieved a Lean Six Sigma Black Belt in health care, and is President of the Michigan Association of Healthcare Quality. Ms. Steiner served as the Michigan State Director for Improving Performance in Practice from 2008 to 2010.

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.

Somava Stout, MD, Medical Director, President-Elect of Medical Staff, Cambridge Health Alliance

Catherine I. Tantau, BSN, MPA, President, Tantau Associates, is an internationally recognized authority on access, efficiency, and flow systems in health care. Her extensive experience includes designing and implementing demand management models with a special emphasis on utilizing health care workers in fully expanded roles. She led the creation and implementation of Advanced Access and developed the Access and Office Efficiency Internal Collaborative Model. Ms. Tantau has worked with hundreds of health care organizations in the US and Europe using this model to improve access and medical office flow. She has chaired and been faculty for the Institute for Healthcare Improvement's national Waits and Delays Collaborative, and she was advisor to the UK National Health Service Cancer Care Access Initiative. She has published widely in peer-reviewed journals and speaks internationally on various health care topics.

Kelly Taylor, RN, MSN, CCM, Clinic Director of Quality Improvement, Mercy Clinics, Inc., oversees quality improvement activities in 27 primary care, pediatric and specialty offices. She has implemented population health coaches and a disease registry within the physician office setting, developed a comprehensive Physician Office Health Coach Training Program, and participated in pay-for-performance and reporting initiatives. Ms. Taylor is also the day-to-day champion for Mercy's comprehensive care redesign plan, implementing the Chronic Care Model to ensure that all patients receive all recommended evidence-based care. She has over 15 years of experience in case management and disease management, and has published in the area of transplant case management.

Roger Taylor has more than 25 years of experience as a consultant and coach for leaders and their teams at organizations as diverse as Waggener Edstrom Worldwide, Group Health Cooperative, Microsoft, Nike, the Marguerite Casey Foundation, Exelon Energy Corporation, and Molson Breweries. His group provides consulting, team coaching, and training for corporate, governmental, and public-sector leaders and their teams at all organizational levels, focusing on developing the leadership behavior—and nerve—required to get better measurable outcomes. Mr. Taylor works with leaders in live business situations with their teams and colleagues as well as behind the scenes. He has developed numerous models and written articles on organizational alignment, performance management, coaching, and the emotional resilience of leaders. He also trains and coaches internal and external consultants to mobilize and sustain executive leadership development. As a member of the graduate faculty of the Leadership Institute of Seattle at Bastyr University, Mr. Taylor has taught leadership development courses, and he has also served as lead field instructor for the National Outdoor Leadership School, training leaders for extended mountaineering expeditions.

Orlando Torres, MD, MS, Internist, Clinician Educator, and Assistant Professor of Clinical Engineering, Baystate Health Systems

Valerie H. Tregillus, Executive Director of Primary Health Care, British Columbia Ministry of Health Services, is responsible for the leadership, direction, and support to the health system to build the capacity and effectiveness of primary health care. In her role, she provides leadership for the transformation of BC's primary health care system to improve patient health outcomes, including formal linkages with the informal community infrastructure and the redesign of health services to build primary care capacity. She also co-chairs the General Practice Services Committee with the mandate to align \$382 million with improvements in family practice. Previously Ms. Tregillus was a consultant in the private sector in human and health impact assessment.

Laurel Trujillo, MD, Medical Director of Quality, Palo Alto Medical Foundation (PAMF), is working on a variety of quality initiatives, including variation reduction projects in 22 medical and surgical specialty departments, a project to integrate shared decision making into primary care, development of a provider dashboard, and design of metrics for primary care redesign. Dr. Trujillo co-chairs PAMF's Quality Improvement Steering Committee and PAMF's Pay for Performance Steering Committee, which works to improve quality measures in the statewide Integrated Healthcare Associates Pay for Performance program. She practices at the Los Altos Center of PAMF and recently completed a fellowship in the California Health Care Foundation's Health Care Leadership Program.

Jenny Tsang, MD, Assistant Director of Clinical Services, UNITE HERE Health Center

George Valko, MD, Medical Director, Thomas Jefferson University Hospital

Michael van Duren, MD, MBA, Chief Medical Officer, Sutter Physician Services, chairs the Sutter Medical Network's (SMN) Medical Director Forum and is a leader in clinical variation reduction using advanced informatics to facilitate high-quality, affordable care across the SMN's participating physician organizations. He is a regular presenter at national conferences on innovative ways to use informatics to improve affordability, performance measurement, and predictive modeling. He has been 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 and chairs its Northern California Medical Policy Committee. He represents physician organizations on the Integrated Healthcare Association Technical Efficiency Committee, participates in the planning group of the Efficiency Collaborative of the California Quality Collaborative, and is a member of the Symmetry Medical Advisory Board for Ingenix. Also a Six Sigma Black Belt, Dr. van Duren has received advanced training in group process facilitation. He practiced family medicine and obstetrics for 10 years.

Robert Varnum, PhD, MSc, MbChB, Associate, NHS Institute for Innovation and Improvement, has been working in the Safer Care program to develop Trigger Tools and safety improvement training. He is Quality and Safety Governance and Improvement Lead, overseeing clinical systems and performance for a team of 30 doctors and nurses. At the National Primary Care R&D Centre, he has undertaken novel research into the causes of adverse events in primary care, employing patients' narratives to understand the personal factors involved in doctor error. Dr. Varnum also supports service redesign and patient safety in the city of Manchester, UK, where he is a General Practitioner at a large inner city practice.

Martin Vogel, MBChB, CEO, Saskatchewan Medical Association, has provided strategic advice to a number of transformative, system-wide provincial initiatives. He has worked primarily as a general practitioner and has experience in general surgery, surgical specialties, and orthopedics, as well as in trauma and trauma surgery. Dr. Vogel has been an active physician advocate, serving on several committees and holding office in both provincial and national medical associations. He is a member of the board of the Physician Recruitment Agency of Saskatchewan and the board of the Canadian Society of Physician Executives.

William Warning, MD, CMM, FAAFP, CAQ Sp Med, Program Director, Crozer-Keystone Family Medicine Residency Program, is the founder of the Patient-Centered Medical Home (PCMH) Collaborative in the Pennsylvania Family Medicine Residency Programs at Pennsylvania Academy of Family Physicians, as well as faculty chair. Dr. Warning serves as Lead Physician for the SEPA Chronic Care Collaborative and as an Improving Performance in Practice Physician Champion. As a lead physician, he earned a National Committee for Quality Assurance PCMH Level I recognition in 2008 and a Level III in 2009. He serves on the board of directors of the Family Medicine Education Consortium as a member-at-large.

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.

Ray Weick, MD, a full-time family practitioner in the St. Louis area, is a member of the St. John's Mercy multispecialty group and serves the physician group in various administrative roles in addition to his clinical practice. He is also Lead Physician for the patient portal and medical home endeavors at St. John's Mercy. Dr. Weick has recently been a member of the board of directors of St. John's Mercy, as well as its Pediatric Quality Committee and Electronic Medical Record Council.

Natalie White, MHA, Project Manager for Patient Care Services, Strategic Initiatives, Kaiser Permanente, focuses on nursing leadership and strategy, nurse physician and team collaboration, and transitional care. She joined Kaiser Permanente after completing her Administrative Fellowship with Catholic Healthcare West in Bakersfield. She has bachelor's degrees in Chemistry and Kinesiology (with a Gerontology minor) from the University of Illinois Urbana Champaign, and an MHA from Washington University School of Medicine in St. Louis. Ms. White has been a member of the American College of Healthcare Executives, Vice President of Membership for the San Francisco Bay Area University of Illinois Alumni Club, and member of the Oakland Uptown Toastmaster's club.

Susan L. Williams, MD, Senior Physician for Network Affairs and Clinical Integration, Crozer-Chester Medical Center