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, MPH, 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.

Carmen Adams, DNsc, RNC, Regional Performance Improvement Advisor, Kaiser Permanente Northern California, currently serves as the Northern California Regional Lead for the Sepsis Initiative. She has worked in quality and performance improvement in health care for several years. Ms. Adams earned her doctorate in Nursing at Yale University. In 2008, she was trained as an Improvement Advisor by IHI.

Karen Adams, PhD, MT, Vice President of National Priorities, National Quality Forum, directs the National Priorities Partnership, a multistakeholder initiative that has established national priorities and goals for health care quality improvement and public reporting specifically selected to reduce harm, improve patient-centered care, eliminate health care disparities, and remove waste from the system.

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 Chair of the Board of the National eHealth Collaborative, Chair of the Institute of Medicine Planning Committee for the "Electronic Infrastructure for Population Health and a Learning Healthcare System" initiative, and 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. 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 25 years of health care management 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, has been with the hospital since 1998 in a variety of executive positions. Having facilitated a safety vision at the hospital, his current focus includes developing an enterprise-wide mortality review process and implementing the IHI Global Trigger Tool across multiple hospitals, and using TeamSTEPPS to improve teamwork in the operating room. Dr. Adler is also providing strategic oversight and execution for the Multiple Drug Resistant Organism comprehensive organizational plan. He is an Institute of Healthcare Improvement trained Patient Safety Officer, a Master TeamSTEPPS Trainer, and he serves as OIG/OEI Medical Advisor to the National Medicare Beneficiary Harm Study. Dr. Adler is an Associate Professor of Internal Medicine at the University of Central Florida College of Medicine.

George B. Akanlu, MPH, is Deputy Director of Project Fives Alive!, a partnership between the Institute for Healthcare Improvement (IHI) and the Ghana National Catholic Health Service (NCHS) to reduce mortality in children under five in Ghana. He is responsible for coordinating all quality improvement work of the project. Prior to joining the NCHS, Mr. Akanlu worked with the USAID HIV/AIDS project (SHARP Project) in Ghana as the Strategic Information Manager/M&E Specialist, and served as an Assistant Research Officer and a Research Officer with the Navrongo Health Research Centre. He received his MPH from the University of Cape Town in South Africa and he successfully completed the IHI Improvement Advisor Professional Development Program. Mr. Akanlu has over nine years of progressive professional experience working with international and local NGOs and bilateral development agencies.

Tammy Alvarez, RN, MSN, CCRN, is a Kaizen Facilitator at St. Joseph Hospital in Orange, California. Previously she was Chief Nursing Officer at Community Hospital of Long Beach. She has devoted much of her career to improving systems and processes, and enhancing the quality of care by changing practice using many of the Institute for Healthcare Improvement initiatives for process improvement.

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.

Amy L. Ashcraft, MPA, Senior Analyst, US Department of Health and Human Services, Office of Inspector General, has over 10 years of experience evaluating departmental programs, including patient safety in hospitals, nursing home quality, Medicare's prescription drug benefit, and Medicare's physician payment system. She holds a Master of Public Affairs from the University of Texas at Dallas. Ms. Ashcraft is a multiple recipient of the Inspector General's Exceptional Achievement Award and a recent recipient of the Council of Inspector Generals on Integrity and Efficiency Award for Excellence.

Joanne Ayoub, Director of Organizational Development, Beth Israel Deaconess Medical Center, is responsible for building leadership capacity across the medical center and its affiliates, and for designing and implementing interventions to increase overall organization-wide performance, improve the delivery of care to patients, and improve the quality of work life for employees. With over 25 years of experience as a Human Resources professional, her expertise is in large group facilitation, increasing employee commitment, and one-on-one leadership coaching. She holds a Bachelor of Arts degree in Psychology and a Certificate in Negotiation and Conflict Resolution. Ms. Ayoub is a Lore certified Executive Coach and a Myers-Briggs certified facilitator. During the past five years, she has consulted on numerous international health care projects focused on leadership development.

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.

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.
Thomas J. Balcezak, MD, MPH, Vice President, Performance Management, Yale-New Haven Hospital, is also Associate Chief of Staff. In addition to service line responsibility for Internal Medicine and Neurosciences, Dr. Balcezak has overall institutional responsibility for clinical and operational performance improvement and regulatory compliance. He leads multiple initiatives at Yale-New Haven Hospital concerning clinical quality, operational efficiency, and patient safety.

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 adaptive systems for quality and safety, patient- and family-centered care and patient experience, policy and systems development to improve transitions in care, and creating systems that excel in transforming care and services prior to or after an electronic health record implementation. She works with leaders to develop adaptive systems and skills to excel and innovate in complex organizations, and to ensure sustained improvement and innovation in care settings.

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.

Pierre M. Barker, MD, Senior Vice President, Institute for Healthcare Improvement (IHI), is responsible for IHI’s work in developing countries, an expanding portfolio of large-scale health systems improvement initiatives that currently includes work in South Africa, Ghana, Malawi, and India. He is a leading expert in health systems improvement with extensive experience in Africa and a longstanding involvement in improving medical care. Previously he served as Senior Advisor to IHI’s Developing Countries program in Africa and India, and as Director of IHI’s South Africa Projects, where he helped improve systems of care for HIV/AIDS patients. Dr. Barker is South African by birth and trained in pediatrics and neonatology. Before joining IHI he was Medical Director of University of North Carolina (UNC) Children’s Hospital clinics. In 2005 he took a sabbatical from UNC to test whether IHI’s improvement methods could help the HIV epidemic in South Africa by improving access to treatment. He advises the World Health Organization on health systems strengthening and redesign of HIV care and infant feeding guidelines.

Carol A. Barnes, MS, PT, GCS, Executive Program Consultant, Kaiser Permanente Care Management Institute, leads the Improving Transitions in Care initiative for members leaving the hospital, and the Complete Care for Complex Conditions (4C) initiative that seeks innovative models to improve care for members who need a disproportional share of health care resources. Ms. Barnes has been associated with Kaiser Permanente since 1998, including serving as Director of Continuing Care in the Colorado region. She is a Physical Therapist and a certified Geriatric Clinical Specialist. Her prior health care experience includes serving as Regional Director of Clinical Operations for Nova Care, Outcomes Specialist, Assistant Professor at the University of Texas Southwestern Medical Center, a private practice owner, and a variety of clinical work in hospitals, home health, skilled nursing facilities, long-term care, acute rehabilitation, and ambulatory clinics.

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.

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.
Amy J. Barton, PhD, RN, Associate Dean for Clinical and Community Affairs, University of Colorado–Denver, College of Nursing, is Professor and Daniel and Janet Mordecai Endowed Chair in Rural Health Nursing. She is responsible for the continuum of clinical education, including oversight of laboratory and simulation experiences, the coordination and staffing of over 600 clinical education placements per semester, leadership of faculty practice, and management of professional development and continuing education. Dr. Barton directs Sheridan Health Services, a nurse-managed clinic serving low-income residents, and she is project director for Colorado Quality and Safety Education for Nurses. She has published articles and book chapters on the topics of faculty practice, patient outcomes, quality and safety, and informatics.

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 at 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 IHI’s Board of Directors. He also helped found, create, or develop the Veterans Administration National Quality Scholars program, the IHI Health Professions Education 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, and the SQUIRE publication guidelines. His current interests include the multiple knowledge systems that inform health care improvement.

Gary Belfield, MBA, Associate Partner, KPMG LLP (UK), leads the commissioning or purchasing of health care. Previously he was the Acting Director General for Commissioning and System Management at the Department of Health in the UK. Mr. Belfield was the national architect of a new approach to procuring health care services and involving clinicians in that process. This whole system transformation had, at its heart, a new approach to engaging and designing policy. This “co-production” with the National Health Service is now seen as the benchmark for policy design.

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.

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.

Leonard L. Berry, PhD, Distinguished Professor of Marketing, Texas A&M University, also holds the M.B. Zale Chair in Retailing and Marketing Leadership, is Presidential Professor for Teaching Excellence, and is Professor of Humanities in Medicine at Texas A&M. A former national president of the American Marketing Association, Professor Berry is author of Management Lessons from Mayo Clinic: Inside One of the World's Most Admired Service Organizations, Discovering the Soul of Service, and On Great Service, among other books.

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
Thomas Bodenheimer, MD, MPH, Professor of Family and Community Medicine, University of California, San Francisco, is a primary care physician who has practiced in San Francisco for 32 years. He is co-author of Understanding Health Policy and Improving Primary Care: Strategies and Tools for a Better Practice.

Kate Bond, RN, Chronic Conditions Nurse Case Manager, Kaiser Permanente Medical Group, has a long history in critical care nursing. For the past ten years, she has served as Gerontologist and RN for Kaiser Permanente, working in the Complex Chronic Conditions program case-managing frail elderly with multiple chronic medical conditions. Her primary goals are to keep patients out of the hospital and self-functioning in their home setting. She educates patients and families on how to manage their chronic conditions by helping them understand the conditions may not be curable, but can be managed well.

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.

Albert Bothe, JR., is the Chief Quality Officer and Associate Chief Medical Officer for the Geisinger Health System. He has oversight responsibility for a variety of quality initiatives that derive from Geisinger's strategic focus on improving the quality of care provided throughout the organization. He also serves on a number of state and national organizations concerned with healthcare quality.

Amy E. Boutwell, MD, MPP, Content Director, Institute for Healthcare Improvement (IHI), leverages her clinical, process improvement, and public policy expertise among a range of IHI initiatives. Prior to joining IHI, Dr. Boutwell conducted research on leveraging non-clinical encounters to improve health care for marginalized populations, authored a report for the Department of Health and Human Services Office of Women's Health, and consulted for the Centers for Disease Control and Prevention Global AIDS Program. She is a practicing internist at Newton-Wellesley Hospital and attends on the teaching service at Massachusetts General Hospital.

Elizabeth Bradbury, MSc, RGN, Assistant Director for Quality Improvement, Bolton Primary Care Trust, UK, leads quality and safety improvement across the Bolton health system and has acted as an improvement consultant regionally and nationally. She was a 2009-10 Health Foundation Quality Improvement Fellow at the Institute for Healthcare Improvement (IHI), focusing on organizational approaches to capacity and capability development and large-scale spread. She has a long-standing interest in patient- and family-centered care, and she secured national funding to pilot patient experience-based design in ambulatory settings. While at IHI she ran the Hear Our Voice Campaign to encourage students to record patient experience stories and to use them in redesigning care.

Tara E. Bristol, MA, March of Dimes NICU Family Support Specialist, North Carolina Children's Hospital in Chapel Hill, was inspired by her experience of having a high-risk infant in the NICU and began focusing her work on building partnerships among health care professionals, patients, and families. She was a founding member of the Newborn Critical Care Center Family Advisory Board at North Carolina Children's Hospital, helped develop Family Faculty and Family Support Programs, and serves as a parent partner on numerous hospital- and state-wide committees. Ms. Bristol is a Parent Chair for the National Initiative for Children's Healthcare Quality Neonatal Outcomes Improvement Project and serves on the Leadership Team of the Perinatal Quality Collaborative of North Carolina. Prior to working with the March of Dimes, she worked in research and quality improvement and spent two years at the Center for Children's Healthcare Improvement.

Maria T. Britto, MD, MPH, Director of Chronic Care Programs, Children's Hospital Medical Center, is also Associate Professor of Pediatrics. She is a pediatrician and health services researcher whose work focuses on measuring and improving health care quality for children and adolescents, especially those with chronic conditions. Dr. Britto has served on the steering team for Cincinnati Children's access project since its inception and she has been especially involved in design and analysis of measures and outcomes.

Elizabeth (Betsy) Brown, RN, MSN, MBA, Director of Clinical Services, Partners Harvard Medical International (PHMI), plays a major role in global programs and collaborations focused on health care systems development, nursing professional advancement, clinical program planning, and quality improvement. As a core member of the PHMI interdisciplinary team, she is deeply involved in helping partner organizations develop quality systems, many of whom have successfully achieved Joint Commission International Accreditation. Ms. Brown has over 10 years of experience in international health. She received her MBA from the J.L. Kellogg Graduate School of Management at Northwestern University, and her Master of Science in Nursing from Rush University.

Laraine Buckles, RN, BBA, Administrative Director, Medical-Surgical, Short Stay and Intensive Care Unit, Gundersen Lutheran Medical Center, has been involved in system improvement initiatives, including Lean, the design team for the development of a new critical care hospital, implementation of the Clinical Nurse Leader role, and co-lead for implementation of the IHI Demand Capacity project.
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.

Sabrina Cannistraro, MS, Project Manager for Critical Care Quality, Beth Israel Deaconess Medical Center, works with multidisciplinary teams, patients, and families to develop programs that enhance patient and employee safety, standardize work processes, and improve patient and family satisfaction in the ICUs. Prior to this work, she spent several years in the medical software industry developing breast imaging solutions. She holds a Bachelors degree in Systems Design Engineering and a Masters in International Health Care Management.

Gayle Capozzalo, Executive Vice President, Strategy and System Development, Yale-New Haven Health System, is responsible for System integration, merger and acquisition, strategy development and execution, performance management, and numerous corporate services, including Legal, Corporate Compliance, Office of Emergency Preparedness, Institute for Excellence, Ambulatory Service Development, Physician Integration, and Planning and Business Development. She has previous experience in system integration, development, corporate services management, and strategic planning in various large health care systems and organizations, including SSM Health Care in St. Louis. Ms. Capozzalo is a Fellow in the American College of Health Care Executives, a member of the American College of Health Care Executives Board of Governors, and serves as the Secretary of the Connecticut Association of Healthcare Executives. She also serves on boards of directors of the Voluntary Hospitals of America Northeast, Connecticut Public Television, and the International Festival of Arts and Ideas.

Elizabeth F. Carlton, RN, Director for Quality, Safety and Regulatory Compliance, University of Kansas Hospital, has responsibility for and oversight of American College of Surgeons verified trauma and burn programs, operations manager for the transfer center, nursing education and development, nursing informatics and systems support, The Joint Commission accreditation, and Magnet designation. Ms. Carlton has over 23 years of nursing experience with a clinical expertise in adult critical care, and expertise in program development with a focus on quality and outcomes management in a regulatory environment. She serves on many local, regional, and state committees, is a member of multiple professional organizations, and has published several trauma related papers. She guest lectures for many groups.

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.

Lyn Ceronsky, DNP, GNP, CHPCA, Director, Fairview Palliative Care Program, University of Minnesota, has directed the Fairview Palliative Care Leadership Center for the last seven years. She is a nurse practitioner with over 35 years of experience in geriatrics, palliative care, and oncology. Her interests include rural palliative care, shared decision making, and symptom management.

Alide L. Chase, MS, is Senior Vice President, Quality and Safety, for Kaiser Foundation Health Plan, Inc., and Kaiser Foundation Hospitals. In close partnership with The Permanente Federation, The Permanente Medical Groups and the regions, she oversees programs that support the development and implementation of the national quality agenda for Kaiser Permanente. Her core work encompasses the development of quality system goals and execution plans. Ms. Chase leads the organization's work to develop whole system measures that integrate quality, resource stewardship, risk management, patient safety, and service.

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. He has served as the Chair of Quality Assurance and Improvement for the Women's Health Care Service of Fletcher Allen Heath Care (FAHC) for 13 years, and on the FAHC medical staff for three years. His recent research and work in obstetric quality improvement includes chairing the IHI Collaborative on Improving Perinatal Care, the March of Dimes collaborative "Improving Prenatal Care in Vermont," and serving 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. She is currently enrolled in a fifteen-month Lean Management fellowship that involves 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 started 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.

Marilyn P. Chow, DNSc, RN, FAAN, Vice President, National Patient Care Services, Program Office, Kaiser Permanente, is also the Program Director for the Robert Wood Johnson Executive Nurse Fellows Program. She serves on the boards of The Joint Commission and Joint Commission Resources.

Peter F. Clardy, MD, Director of Medical Intensive Care, Beth Israel Deaconess Medical Center, is also an attending physician in the Division of Pulmonary, Critical Care and Sleep Medicine. He is an honors graduate of Yale College and the Columbia University College of Physicians and Surgeons, where he was elected to Alpha Omega Alpha. He was a resident in internal medicine at Massachusetts General Hospital and completed his training in the Harvard Combined Fellowship in Pulmonary and Critical Care Medicine. His clinical interests include sepsis, acute lung injury, transfusion policy, patient safety, and health care quality. Dr. Clardy is involved in medical education in the hospital and at Harvard Medical School, and has received numerous awards for his strong commitment to teaching students and trainees.

Karen S. Clark, MT, Point of Care Manager, Baptist Memorial Hospital, is responsible for all patient testing and quality control performed outside the laboratory. She has over 30 years of laboratory experience, is certified as a specialist in Hematology, and serves as a College of American Pathologist inspector. Her interests include promoting excellence in patient testing at the bedside.

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.

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.

Terry P. Clemmer, MD, Director of Critical Care Medicine, LDS Hospital, Intermountain Healthcare (IHC), is also Professor of Medicine and Adjunct Professor of Biomedical Informatics at the University of Utah School of Medicine. He is the Medical Lead over the Intermountain Medicine Clinical Program's Critical Care Team. Dr. Clemmer is Faculty Chair for the Institute for Healthcare Improvement (IHI) Reducing Sepsis Mortality Collaborative and he previously coached several IHI Adult ICU Breakthrough Series Collaboratives, the Ideal ICU Design Project, and the Improving Outcomes for High-Risk and Critically Ill Patients Learning and Innovation Community. He has been active with the Surviving Sepsis Campaign and in the formulation of the Sepsis Bundles. An active researcher with numerous publications, he is a recognized speaker on critical care, medical informatics, telemedicine, standardization of care, and quality improvement.

M. Justin Coffey, MD, Medical Director, Electroconvulsive Therapy Service, Henry Ford Health System, is also Associate Director of the Center for Brain Stimulation Therapies in the Department of Behavioral Health and the Physician Champion for the Perfect Depression Care in Patients with Chronic Disease initiative. His clinical interests focus on brain-behavior relations in patients suffering from severe mood disorders and movement disorders, including catatonia. His academic work is in the field of quality improvement, where he has worked with the Institute for Healthcare Improvement (IHI) to develop the IHI Open School for Health Professions. He is a neuropsychiatrist by training, a medical educator by inspiration, and a student of quality improvement and health care delivery.

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 Manila. 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, is Professor of Medicine within the Divisions of Health Care Policy and Research at the University of Colorado at Denver and Health Sciences Center. He is the Director of the Care Transitions Program that aims to improve quality and safety during care "handoffs" across care settings.
James B. Conway, MS, FACHE, is an adjunct faculty member of the Harvard School of Public Health and a Senior Fellow at the Institute for Healthcare Improvement (IHI), where he previously served as a Senior Vice President. Prior to joining IHI, he was Executive Vice President and COO of Dana-Farber Cancer Institute for ten years and he had a 27-year career at Children's Hospital, Boston, in radiology administration, finance, and as assistant hospital director. His areas of expertise and interest include governance and executive leadership, patient safety, change management, and patient- and family-centered care. Mr. Conway serves on several boards and is a Distinguished Advisor to the Lucian Leape Institute for the National Patient Safety Foundation. He is a member of the Commonwealth of Massachusetts Quality and Cost Council, and of the Clinical Issues Advisory Council of the Massachusetts Hospital Association. He has received several awards in recognition of his work to improve patient safety and patient-centered care.

William E. Corley, President and Chief Executive Officer, Community Health Network, has led this integrated health network since 1984. Previously he served as associate hospital director at the Albert B. Chandler Medical Center at the University of Kentucky, hospital director of Milton S. Hershey Medical Center, and president and CEO of Akron General Medical Center. Mr. Corley serves on the boards of VHA National, Indianapolis Chamber of Commerce, Indiana Pro Health Network, and The Health Care Group. He is author of the book titled, Ray E. Brown: Lectures, Messages and Memoirs.

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.

Barbara L. Crawford, MS, RN, CNAA, BC, Vice President for Quality and Regulatory Services, Kaiser Foundation Hospitals and Health Plan, is responsible for coordinating the overarching strategic direction for quality, patient safety, risk management, licensing, accreditation, and regulatory agency compliance programs. Previously, she was COO at Kaiser Foundation Hospital (KFH)-Roseville, where she was responsible for ensuring effective day-to-day management for a 166-bed acute care hospital in partnership with Permanente Medical Group Leaders. Ms. Crawford has held a variety of staff and management positions within Kaiser Permanente for 21 years, including Staff RN, Assistant Director of Inpatient Nursing, Quality Leader for Kaiser Permanente-Sacramento Valley, and Director of Hospital Operations for KFH-Roseville. She has a clinical background in cardiac surgical intensive care nursing.

Nigel Crisp is an independent crossbench member of the House of Lords in the UK and works mainly on international development and global health. He is Strategic Advisor to the CEO on Global Health and a Senior Fellow at the Institute for Healthcare Improvement. The former Chief Executive of the National Health Service (NHS) and Permanent Secretary of the Department of Health, he led major reforms in the English health system. Prior to joining the NHS, he served as Chief Executive of the Oxford Radcliffe Hospital NHS Trust. He also co-chaired an international Task Force on increasing the education and training of health workers in developing countries, and subsequently co-founded the Zambia UK Health Workforce Alliance in 2009 to implement some of the Task Force's proposals. He is an Honorary Professor at the London School of Hygiene and Tropical Medicine, and an Honorary Fellow of St. John's College in Cambridge and of the Royal College of Physicians. He chairs or is an advisory board or trustee member of numerous organizations, including Sightsavers International, African Centre for Health and Social Development, the Global Health Programme at the Aspen Institute, and RAND Europe, among others. He is author of the book Turning the World Upside Down: The Search for Global Health in the 21st Century.

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.

Frank F. Davidoff, MD, MACP, Executive Editor, Institute for Healthcare Improvement, is a Contributing Writer for JAMA and Editor Emeritus of Annals of Internal Medicine. He is Board Vice-Chair for Physicians for Human Rights and serves on the editorial boards for several clinical journals. Previously he served on the faculty at Harvard and University of Connecticut medical schools, and he was Senior Vice-President for Education at the American College of Physicians. Dr. Davidoff served on the FDA Non-Prescription Drug Advisory Committee and as chair of the JAMA Journal Oversight Committee. He has published numerous original papers, editorials and commentaries, and is author of a book of essays, Who Has Seen a Blood Sugar? Reflections on Medical Education.

Ken M. Davis, MD, Chief Medical Officer, Methodist Healthcare System, has been in private Internal Medicine and Geriatrics practice for 18 years. Prior to joining Methodist, he served for 16 years as the Chief Medical Officer at North Mississippi Health Services, whose flagship hospital, North Mississippi Medical Center, the largest rural hospital in the country, received the American Hospital Association Quest for
Quality Award in 2005 and the Malcolm Baldrige National Quality Award in 2006. Dr. Davis received his Masters in Health Policy and Management from Harvard School of Public Health, and he is a Fellow in the American College of Physicians and a Six Sigma Black Belt.

John Dean, MBChB, MD, FRCP, Medical Director for Quality and Care Improvement, NHS Bolton Primary Care Trust, England, is also a consultant physician and diabetologist. His particular interests are in improving the quality of care delivery for patients with long-term conditions, across a whole population, and in improving the interface between specialists and generalists. Dr. Dean was a 2005-06 Health Foundation Quality Improvement Fellow at the Institute for Healthcare Improvement, where he developed a guide for delivering patient-centered care for people with chronic conditions.

Dave deBronkart, better known on the internet as “e-Patient Dave,” may be the leading spokesperson for the e-Patient movement – e-patients are Empowered, Engaged, Equipped, Enabled. A high tech executive and online community leader for many years, he was diagnosed in 2007 with Stage IV kidney cancer, with a median survival of just 24 weeks. He used the internet in every way possible to partner with his care team and beat this unbeatable disease. Today he is well.

In 2008 he discovered the e-patient movement, and began studying, blogging, and speaking at conferences, and in 2009 was elected founding co-chair of the new Society for Participatory Medicine. He was a leading voice in Washington for the new federal regulations to require that patients and families have access to their electronic medical records, and is now engaged full time in speaking and advocating for patient engagement. He’s appeared in Time, U.S. News, and the Health Leaders magazine cover story “Patient of the Future.” In December HealthLeaders named him – and his doctor – to their annual list of “20 People Who Make Healthcare Better,” and in 2010 he released his first book: Laugh, Sing, and Eat Like a Pig: How an empowered patient beat Stage IV cancer (and what healthcare can learn from it).

Pedro Delgado, MSc, Executive Director, Institute for Healthcare Improvement, is working with existing and developing international partners to improve health care worldwide. His background is rich in diversity, including spells in high-performance sport and mental health in his native Venezuela, the US, and the UK. He holds summa cum laude degrees in Psychology and in Global Business, as well as an MSc in Healthcare Management and Leadership from the University of Birmingham (UK). Most recently, he worked in the UK National Health Service, leading pioneering large-scale improvement efforts for the HSC Safety Forum in Northern Ireland. He worked with partners (providers, policy makers, patient representatives, commissioners, regulators) to design, develop, and deliver a comprehensive country-wide program that focused on generating sustainable, transformational health and social care patient safety and quality improvement results.

Celeste H. Derheimer, RN, MBA, CPHQ, Administrative Director, Corporate Quality and Safety, Virginia Mason Medical Center, is responsible for development, implementation, communication, and monitoring of quality improvement and patient safety programs and initiatives throughout the medical center, and for providing support for the Board's Quality Oversight Committee. She is an experienced professional in quality and performance improvement, with over 20 years of management experience in both clinical and operational settings and 10 years in clinical care practice. Previously, Ms. Derheimer held quality leadership positions at MultiCare Health System, Group Health Cooperative, Overlake Hospital Medical Center, and Legacy Health System. She is Senior Examiner for the Malcolm Baldrige National Quality Award.

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.

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.

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.
Anthony M. DiGioia III, MD, Medical Director, The Orthopaedic Program and The Innovation Center, Magee-Womens Hospital of the University of Pittsburgh Medical Center (UPMC), is a practicing orthopaedic surgeon at Renaissance Orthopaedics, PC, located at Magee-Womens Hospital of UPMC and an engineer by training. 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 collaborates with caregivers and health care leaders to export the PFCC Methodology and Practice for any care experience, anywhere.

James A. Dilling, BSIE, Senior Administrator, Mayo Clinic, has served in a variety of roles at Mayo, including Section Head for Systems and Procedures and Administrator for the Departments of Surgery, Ophthalmology, Radiology, and the Transplant Center. He is a fellow in the Healthcare Information and Management Systems Society and an MGMA Certified Medical Practice Executive.

Jann Dorman, MPT, MBA, Director, Center for Health Care Delivery, Kaiser Permanente, oversees national work to improve care delivery across Kaiser Permanente. Her projects include Transitions of Care, Palliative Care, Resource Intensive Members, and Integrated Cardiovascular Care. Previously she was Director of Eldercare for Kaiser Permanente in Northern California and Practice Leader in National Venture Development, where she led business development, strategic investments, and joint venture acquisitions. Prior to joining Kaiser, Ms. Dorman spent three years in health care consulting. She began her career as a clinician, practicing physical therapy for 12 years before leaving her private practice to pursue a business degree.

Dawn Dowding RN, BSc(Hons), PhD, Professor of Applied Health Research, School of Healthcare, University of Leeds, UK, is a health services researcher, nurse, and psychologist with expertise in the field of health care decision making. Her particular interest is the development and evaluation of decision support tools, and the application of health information technology for assisting decision making in practice. She recently completed a Harkness Fellowship in Health Care Policy and Practice, based with the Institute of Health Policy at Kaiser Permanente, where she examined the impact of the implementation of an electronic health record on nursing outcomes and care processes. Her previous positions include Senior Lecturer in Clinical Decision Making, Hull York Medical School and Department of Health Sciences at the University of York; and leader of a program of research on health care decision making at the Nursing, Midwifery, and Allied Health Professions Research Unit based at the University of Stirling in Scotland. She has attracted over &$163;1.2 million in external research funding from a variety of funding sources, published over 30 articles in peer-reviewed journals, and coauthored two books on decision making in nursing.

Lisa Dulsky Watkins, MD, Associate Director, Vermont Blueprint for Health, Department of Vermont Health Access, is the operations chief and liaison with Vermont’s health system community (providers, hospitals, allied health professionals, public and commercial insurers, key public and private sector stakeholders, and community members) as this comprehensive health care reform program is implemented throughout the state. She has been a researcher at the Vermont Program for Quality in Health Care, Inc., a medical content reviewer at Problem Knowledge Couplers Corporation, and has worked for the State of Vermont since 2006. She was in general pediatric practice in Vermont for more than ten years when she began a career in the public health and health information fields of medicine. Dr. Dulsky Watkins speaks frequently to a wide variety of audiences about the state-led Vermont Blueprint and the implications of federal reform.

Kathy D. Duncan, RN, Faculty, Institute for Healthcare Improvement (IHI), is co-leader of IHI’s National Learning Network and coordinates the Improvement Map support care processes. Previously she co-lead the 5 Million Lives Campaign National Field Team and was faculty for the Improving Outcomes for High Risk and Critically Ill Patients Innovation Community. Ms. Duncan was responsible for the Prevention of Pressure Ulcers and Deployment of Rapid Response Teams content areas for the 5 Million Lives Campaign. 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. She has served in a variety of staff and management positions, including director of critical care for a large community hospital, where she led an initiative to decrease ICU mortality and morbidity by reducing ventilator-associated pneumonia and ICU length of stay.

James W. Easton, National Director for Improvement and Efficiency, National Health Service (NHS), England, is responsible for improving quality while finding &$163;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.
Joakim Edvinsson, RN, Project Manager, Qulturum, Sweden, is leading an improvement coach training program that trains teachers in the health care universities in the region about microsystems theories and quality improvement. He lectures nationally and internationally on these topics, and Lean health care is a particular area of interest for him. Mr. Edvinsson is a national project leader for a national quality registry (Senior Alert) for preventing pressure sores, falls, and malnutrition amongst the elderly.

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.

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.

Matthew Facktor, MD, Director of Thoracic Surgery, Geisinger Medical Center, also is the Director of the multidisciplinary Lung and Esophageal Cancer Clinic at Geisinger. He has strong interests in thoracic oncology, minimally invasive thoracic surgery, and the reliable delivery of evidence-based health care. Dr. Facktor holds an undergraduate degree in percussion performance from The University of Michigan and a medical degree from Wayne State University in Detroit. He completed a general surgery residency at the combined Rush University and Cook County Hospital program and a thoracic surgery residency at George Washington University. Dr. Facktor is board certified in both Thoracic and General Surgery.

Linda J. Fahey, RN, NP, MSN, Regional Manager of Quality and Patient Safety, Patient Care Services, Kaiser Permanente Southern California, has 30 years of combined nursing experience as an administrator, college professor, and adult nurse practitioner. She is passionate about ensuring quality, safety, and exceptional care experiences for patients and their families.

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.

Paul Feigenbaum, MD, Northern California Regional Medical Director for Hospital and Continuing Care Operations, The Permanente Medical Group, leads operational improvement of medical management in the hospital and post-acute delivery settings, including skilled nursing facilities, home health, hospice, palliative care, and elder care. Previously he served as Chief of Internal Medicine at Kaiser Permanente San Francisco for over 11 years. During that time he led many innovations in care delivery, including hospital-based specialists, community-based care services, implementation of APC, and the creation of primary care modules designed to serve San Francisco's Chinese and Latino populations and HIV-positive members.

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.

Patricia Folcarelli, RN, PhD, Director of Patient Safety, Beth Israel Deaconess Medical Center, is also Instructor of Surgery at Harvard Medical School. In her role she leads efforts related to patient safety, risk management, and patient relations. She began her career at New York
University Medical Center and then relocated to Boston, where she has held several positions at Beth Israel, including Director of Professional Practice Development. She is alumni member of the American Hospital Association Patient Safety Leadership Fellowship.

James Ford, Director of Research, University of Wisconsin, is trained as a health systems engineer with over 25 years of health care experience. He currently works in the behavioral health field, teaching states and providers how to use process improvement coaches to improve access to and retention in treatment. His research focuses on the application of health systems engineering principles and techniques to improve health care delivery systems; the implementation and sustainability of organization change and its impact on employee commitment to change; the impact of health information technology on process workflow; and the impact of quality improvement on proximal and distal client outcomes.

Mervin S. Francisco, MBA, BSN, is an Assistant Department Administrator at Kasher Permanente–Irvine Medical Center. He recently completed his Masters of Business Administration program in October 2010. He is a fun-loving person who always incorporates fun ideas into his work to engage his staff.

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.]

Nandini Gadkar, MD, Senior Assistant Vice President, Health Care Quality Improvement, New York City Health and Hospitals Corporation (HHC), is responsible for development and implementation of system-wide health care improvement programs across all HHC facilities. Dr. Gadkar directs corporate-wide improvements in preventive care, chronic disease, critical care, emergency departments, perioperative services, and rehabilitation care. She also facilitates system-wide initiatives such as Rapid Response Teams, readmissions, and hospital-acquired infections.

Nelly Ganesan, MPH, is Project Manager for the Triple Aim at the Institute for Healthcare Improvement. Her projects have included Operational and Clinical Improvement in the Emergency Department, and the Triple Aim initiative that focuses on simultaneously improving population health and individual patient experience of care, while controlling per capita cost. She received her Masters in Public Health from Boston University School of Public Health.

Atul A. Gawande, BAS, MD, MPH, Assistant Professor of Surgery, Department of Surgery, Harvard Medical School, is also Assistant Professor in the Department of Health Policy and Management at Harvard School of Public Health and the Associate Director of Brigham and Women's Hospital Center for Surgery and Public Health. Dr. Gawande is one of the world’s leading researchers on patient safety in surgery. He produced a systematic series of studies that have shown the incidence rate of damaging error in surgery, the rates by procedure, and the patterns behind them. He is also the Director of the World Health Organization's Global Challenge for Patient Safety in Surgery and a staff writer for The New Yorker magazine. Dr. Gawande authored the books Complications: A Surgeon's Notes on an Imperfect Science and Better: A Surgeon's Notes on Performance.

Jack Gilbert, EdD, FACHE, Director of the Master of Healthcare Innovation Program, Arizona State University, is also Clinical Associate Professor in the College of Nursing and Health Innovation, and President of New Page Consulting. His focus is on leadership and what it takes to do the right thing every day, everywhere, an enduring challenge for even the most well-meaning organizations. To this work he brings expertise in organizational and personal integrity, character education, leadership, and large-scale change.

Ruby K. Gill, RN, MBA, Clinical Director, Medical-Surgical/Telemetry, Kaiser Permanente, previously served in the roles of Assistant Department Administrator, Charge Nurse, and staff nurse.

Gwen Gnam, RN, MSN, Surgical Services Administrator, Henry Ford Hospital, has been a practicing nurse for 32 years and her clinical practice expertise is in critical care and administration. She has held several key leadership positions in nursing during her 21 years at Henry Ford Health System, including Administrator of Inpatient Nursing, Nursing Administrator of Surgical Inpatient Units, Director of the Surgical Intensive Care Unit (ICU), and Administrator of the Canton Medical Center. She has actively supported and participated in key quality projects, including mortality reduction, tight glycemic control, development and implementation of the Rapid Response Team, No Harm campaign, implementation of an ICU electronic medical record, and surgical process improvements to increase safety in the perioperative setting.
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.

Donald A. Goldmann, MD, Senior Vice President, Institute for Healthcare Improvement (IHI), is responsible for fellowship training, faculty relations, the innovation pipeline, and publications/knowledge management. He is also the principal IHI liaison to a number of strategic allies, including the Joint Commission, CMS, AMA, CDC, and AHRQ. Dr. Goldmann'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.

Felicia Gordon, BSN, Vice President of Performance Improvement and Clinical Integration, Covenant Health System, provides performance improvement strategic development and deployment using Lean methodology. She is a Lean Black Belt and Six Sigma Green Belt. Ms. Gordon is responsible for managing facilitators, developing leaders, and improving processes leading to increased revenue and reduced cost and waste. Her improvement efforts have resulted in $25 million financial impact in 18 months and more than 500 rapid improvement event participants. Her operations experience includes quality management, risk management, case management, infection control, health information management, documentation management, clinical technology, clinical decision support, and surgical services.

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.

Frances A. Griffin, RRT, MPA, Frances A. Griffin, RRT, MPA, Senior Manager of Clinical Programs, BD Medical/Medical Surgical Systems, has 20 years of hospital experience that includes administrative oversight for quality, case management, and other related departments. Previously she was a Director at the Institute for Healthcare Improvement, where she supported patient safety and reliability content development, directed collaborative and innovation projects, and served as faculty for the 100,000 Lives and 5 Million Lives Campaigns. Ms. Griffin is co-developer of the IHI Global Trigger Tool, author of numerous articles on health care safety and improvement, and co-author of a chapter on safety and medical errors in the book, The Healthcare Quality Book: Vision, Strategy, and Tools (2nd edition).

Mary Guarneri, MSN, RN, Senior Director, Office of Health Care Improvement, New York City Health and Hospitals Corporation (HHC), has been actively involved in system-wide quality improvement work at HHC for the past five years. Her professional career spans 37 years and she has received numerous awards for clinical program development. Ms. Guarneri developed the first Maternal-Child Pediatric Home Care Program and the first Psychiatric Home Care Program at Elmhurst Hospital and served as Director of Patient Services. Previously she was Senior Associate Director in Ambulatory Care at Elmhurst Hospital, where she was responsible for nursing services.

Richard L. Gundling, FHFMCA, CMA, Vice President for Healthcare Financial Practices, Healthcare Financial Management Association (HFMA), is responsible for the technical and content direction for HFMA, leadership of its Washington, DC, office activities, and the development of products and services. He also serves as staff liaison to the Principles and Practices Board of the HFMA. Mr. Gundling has written numerous articles on broad topics within health care finance and the health care industry.

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 CHESS (the Comprehensive Health Enhancement Support System), Dr. Gustafson’s randomized control trials and field tests of CHESS 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.

John D. Halamka, MD, MS, Chief Information Officer (CIO), Beth Israel Deaconess Medical Center, is responsible for all clinical, financial, administrative, and academic information technology serving 3,000 doctors, 14,000 employees, and two million patients. As CIO of Harvard Medical School, he oversees all educational, research, and administrative computing. In his role as Chairman of the New England Healthcare Exchange Network he oversees clinical and administrative data exchange in Massachusetts. Dr. Halamka, as Chair of the US Healthcare Information Technology Standards Panel and co-Chair of the HIT Standards Committee, coordinates the process of electronic standards harmonization among stakeholders nationwide. He is also a practicing emergency physician.

George C. Halvorson, Chairman and Chief Executive Officer, Kaiser Permanente, has more than 30 years of health care management experience and is the author of comprehensive books on the US health care system, including Health Care Will Not Reform Itself: A User's Guide to Refocusing and Reforming American Health Care and Health Care Reform Now! He is also author of Health Care Co-ops in Uganda, Strong Medicine, and Epidemic of Care. Mr. Halvorson serves on the Institute of Medicine Roundtable on Value and Science-Driven Health Care, the American Hospital Association's Advisory Committee on Health Reform, and The Commonwealth Fund Commission on a High Performance Health System.

Carol Haraden, PhD, Vice President, Institute for Healthcare Improvement (IHI), is a member of the IHI team responsible for developing innovative designs in patient care. She currently leads the Safer Patients Initiative, a four-year project to improve patient safety in the UK, and the IHI work with Quality Improvement Scotland, the Scottish Patient Safety Alliance, aimed at transforming the safety of every Scottish hospital over five years. She is the executive lead for the IHI Patient Safety Executive Development Program. Dr. Haraden has been a dean in higher education, a clinician, consultant, and researcher. She served on the Institute of Medicine Committee on Engineering Approaches to Improve Health Care, is a judge for several national quality awards, and is an associate editor for the journal Quality and Safety in Health Care.

Michael I. Harrison, PhD, Senior Research Scientist, Agency for Healthcare Research and Quality, leads the Agency's Health System Redesign activities, manages implementation projects, and conducts research on organizational change and implementing health information technology. He has been on the faculties of the State University of New York at Stony Brook, Bar Ilan University, Boston College, and Haifa University. He is author of two books and numerous publications in leading health services journals.

Denise A. Hartman, RNC, MBA, NICU Clinical Director, Community Health Network, manages the delivery of neonatal care, patient outcomes, development of clinical policy and procedures, safety and quality initiatives, and budget development and oversight. She has 27 years of nursing experience and became the nursing director of Community's neonatal intensive care unit when it opened in 1999. Under her leadership, the neonatal program developed from an eight-bed level II special care nursery to the current 42-bed private room NICU. She has provided consultation to multiple institutions for her expertise on the design, implementation, and management of the private room NICU. Ms. Hartman and her team have received several awards, including GE Imagination at Work for Patient-Centered Care, the Safety Award from the Indianapolis Coalition for Patient Safety, and the Anthem Meritorious Award for Quality.

Patti Harvey, RN, MPH, CPHQ, Vice President, Quality and Patient Care Services, Kaiser Permanente, has executive accountability for the programs, policies, and procedures that ensure high-quality patient care and safety to the three million Kaiser Permanente members in Southern California. She is accountable for the adherence to all licensing and accreditation requirements that govern the clinical services delivered through the region’s 12 hospitals and 130 medical offices. Ms. Harvey also has executive accountability for Patient Care Services, which includes hospital nursing services and patient care experience improvement efforts. She has completed Patient Safety Officer training and the Intermountain Healthcare Advanced Training Program.

John Haughom, MD, Senior Vice President of Clinical Quality and Patient Safety, PeaceHealth, is responsible for clinical improvement, patient safety initiatives, health services research, outcomes measurement, and all information systems initiatives, including the Community Health Record, a computer-based medical record system providing across-the-continuum care support to physician groups and regional health care
facilities in three states (Oregon, Washington, and Alaska). The Community Health Record includes an electronic medical record, physician order entry, real-time decision support, chronic disease registries, a robust data warehouse and analytical environment, and secure web-based access to clinical information for patients. Dr. Haughom previously served as Chairman of the Board for the Health Technology Center, a research organization focused on improving health care through technology-enabled innovation. He is also a Clinical Assistant Professor in the Department of Medical Informatics at the Oregon Health Sciences University.

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.

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/Navient 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.

Paul Heidenreich, MD, is Associate Professor of Medicine (Cardiovascular Medicine) and Health Research and Policy at Stanford University School of Medicine. He is a practicing non-invasive cardiologist and directs the VA's Chronic Heart Failure Quality Enhancement Research Initiative, a center whose goal is to improve heart failure care throughout the VA system. Dr. Heidenreich has an extensive background in health services research in the areas of evidence-based medicine, quality improvement, and cost-effectiveness research.

Patricia Heinrich, RN, MSN, is an independent quality improvement consultant with 13 years of experience in providing organizational and programmatic leadership and expertise in health care quality improvement and system change. Previously she served for 10 years as the Executive Program Director for the National Initiative for Children’s Healthcare Quality (NICHQ), where she developed and implemented multiple pediatric quality improvement and educational projects that focused on common issues affecting the primary care of children. An experienced educator and coach, she continues to lead NICHQ's perinatal and neonatal improvement programs. Ms. Heinrich also works with the UCSF Center for Health Professions, Cincinnati Children's Child Policy Research Center, the University of Rochester Medical Center, New York State Department of Health, and University of California Los Angeles in Partnership with First 5 LA.

Samantha Henderson, Research Associate, Institute for Healthcare Improvement (IHI), is a member of the IHI Research and Development team and she develops and tests innovative ideas as part of IHI's 90-day project process. In this role, she has worked on projects on scanning theory, working in political contexts, the business case for quality, and community activation. She also studies data that measures a geographic region's health and health care, having completed several research projects on this topic, particularly those related to the "How Do They Do That?" and "How Will We Do That?" initiatives, the Triple Aim, and the Triple Aim Community Dashboard. Previously, Ms. Henderson was Special Assistant to the CEO at IHI, supporting Dr. Berwick in research and writing projects. She received her Bachelor of Arts in History of Science, History of Medicine at Yale University in 2007.

Göran Henriks, Chief Executive of Learning and Innovation, Qulturum, County Council of Jonköping, Sweden, has over 20 years of management experience in the Swedish health care system. Qulturum 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 Jonköping County Council Strategic Group, has been Jonköping'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.

Timothy J. Hernandez, MD, Medical Director for Quality, Family Health Services of Minnesota, has been practicing family medicine for 22 years. He also teaches medical students as an Associate Professor in the Department of Family Medicine and Community Health at the University of Minnesota.

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.

Tim Heywood, MBA, MSc, Leadership Programme Manager, Welsh Assembly Government, has worked for 22 years in the UK National Health Service as a qualified manager. For the past five years, he has been centrally involved in the development and promotion of clinical governance in Wales, focusing on the role of leaders and managers in quality and safety. He is currently studying for a Doctorate in Narrative Research, focusing on the role of stories in professional and organizational development. He also has an interest in health service development in Africa and recently spent four months working for the Ministry of Health in Sierra Leone.

Kathleen Hill, RN, MSN, CCNS-CSC, is the Clinical Nurse Specialist in the 40-bed Surgical ICU at the Cleveland Clinic in Ohio. A CNS since 1985, Ms. Hill has published and presented on a variety of topics related to critical care and advanced practice nursing. The recipient of the 2010 Circle of Excellence Award from the American Association of Critical Care Nurses, she practices in a Beacon Unit. She served on the Task Force that revised the AACN's Standards for Acute and Critical Care Clinical Nurse Specialists, published in 2010.

Nan L. Holland, RN, BSN, MPH, CPHRM, Senior Director of Clinical Resource Services, Novant Medical Group, led a group of 60 practices through three successful Joint Commission surveys. She continues to lead the group through the evolution of the Physician Group Practice (PGP) Demonstration and created a disease management, medication management, and obesity management program. She is an innovative health care professional with expertise in managing care coordination, population health management, disease management, and clinical operations. Much of her career has focused on evaluating, addressing, and managing risk and improvement opportunities in the health care environment, and she has specific expertise in the physician practice, managed care, and the acute care settings. Prior to joining Novant, Ms. Holland was Vice President of Healthcare Risk Management at USI, Senior Healthcare Risk Management Consultant at GE Insurance Services, and she held numerous positions with Partners National Health Plan of North Carolina.

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 Patent 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.

John A. Howington, MD, Division Head of Thoracic Surgery, Chief Surgical Quality Officer, and Chair of the Surgical Quality Committee, NorthShore University HealthSystem, has led the department in deployment of the Safe Surgery Checklist, Proven Care Lung Cancer Collaborative, and peer review committee development and implementation. He also serves as Chair of the Southern Thoracic Surgical Association Membership Committee. Dr. Howington is nationally recognized for his expertise and instruction of minimally invasive surgical techniques to treat stage 1 and 2 non-small cell lung cancer, and he is Associate Professor of Clinical Surgery at the University of Chicago, Pritzker School of Medicine. Previously, he was Chief of Thoracic Surgery at University of Cincinnati and at the VA Medical Center in Cincinnati.

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.

Jacquelyn S. Hunt, RPh, PharmD, MS, Vice President, Clinical Support and Information Technology, Bellin Health, leverages health IT, process improvement, training and optimization to develop innovative approaches for improving the quality, service, and efficiency of care across the continuum. She received her Doctor of Pharmacy from University of Texas Health Science Center in San Antonio, where she also completed a two-year residency in Pharmacotherapy and Ambulatory Medicine. Her Masters in Clinical Research Design and Statistical Analysis is 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 continuum, and the role of health IT.

Lindsay Hunt, Director, Institute for Healthcare Improvement (IHI), currently serves as the Director of Faculty for IHI and she leads "IHI University," the organization's internal professional development program. Previously, Ms. Hunt managed IHI's strategic partnership with the Indian Health Service, which included a large-scale collaborative focused on transforming outpatient care. She received her BA from Cornell University, is currently a candidate for a Masters in Education at Northeastern University, and is a graduate of IHI's Improvement Advisor
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.

Paula K. Ivey Henry, PhD, MS, Vice Chair of the Board of Trustees, Beth Israel Deaconness Medical Center, is a biosocial anthropologist and research associate at Harvard School of Public Health. She has conducted research in the fields of evolutionary ecology, human development, and public health. She completed a post-doctoral fellowship in Pediatrics at Harvard Medical School and Children's Hospital, Boston, and earned a Masters of Science in maternal and child health at Harvard School of Public Health. She received fellowships from The Leakey Foundation, the United States Social Science Research Council, and the United Nations International Children's Fund. Dr. Ivey Henry currently serves on the Executive Leadership Council of Harvard School of Public Health, and is former Chair of the Patient Assessment and Quality Committee at Beth Israel Deaconness Medical Center.

Diane Jacobsen, MPH, CPHQ, Director, Institute for Healthcare Improvement (IHI), is currently directing the Reducing Sepsis Mortality Collaborative and IHI Experiments on Improving Stoke Care, Improving Flow in Key Areas, and Reducing C. difficile Infections. She serves as faculty for IHI's reducing mortality content and is IHI content lead and Improvement Advisor for the California Healthcare-Associated Infection Prevention Initiative. Ms. Jacobsen was faculty for IHI's 100,000 Lives and 5 Million Lives Campaigns, served as co-Director of IHI's Spread Initiative, and directed IHI Learning and Innovation Communities on Improving Flow through Acute Care Settings, Reducing Surgical Complications, and Reducing Hospital Mortality Rates. She is an epidemiologist with experience in quality improvement, risk management, and infection control in specialty, academic, and community hospitals.

Nancy Jaeckels, Vice President for Member Relations and Strategic Initiatives, Institute for Clinical Systems Improvement, leads the organization's strategic initiatives for DIAMOND, a depression care management program that has been implemented in 83 primary care sites, and the Medical Home/Health Care Home model. She has over 20 years of experience in direct patient care, health care administration, and quality and safety improvement in outpatient, inpatient, and long-term care facilities. Ms. Jaeckels is a Certified Professional in Healthcare Quality and has served two terms as the President of the Minnesota HealthCare Quality Professionals.

Darlene Jaeger, BSW, Quality Improvement Specialist, Gundersen Lutheran Medical Center, is a proactive consultant, educator, and advisor in the use of system design and quality improvement process, tools, and philosophy. She is a skilled facilitator and proficient in project planning and management methods to implement changes directed at improvement. Ms. Jaeger co-facilitates an ongoing project management class at Gundersen Lutheran and manages system-level projects for the organization, with a primary focus in acute care. She was a member of the team that worked to implement the Real-Time Demand Capacity Tool at Gundersen. Her previous experience includes serving as a social worker in acute care and ambulatory settings, including ten years as an emergency room social worker. She has worked as a case manager, project manager, and consultant in a variety of venues.

Manoj K. Jain, MD, MPH, Medical Director, Quality Improvement, QSource, is an infectious disease physician and Clinical Assistant Professor at University of Tennessee Health Science Center. He writes a regular health column for the Washington Post and the Commercial Appeal newspaper in Memphis. His writings have appeared in the New York Times, Times of India, and Annals of Internal Medicine. Dr. Jain received his engineering, doctorate, and public health degrees from Boston University. During his fellowship at New England Medical Center (Tufts University) he conducted research on HIV epidemiology in India through grants from Ford Foundation and Rockefeller Foundation. He also served as a consultant to the World Bank on HIV epidemiology.

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, FRCPG, 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
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 degree. Her professional experience includes a number of posts in clinical practice, academic research, and university education. Prior to joining the Foundation, she was an Associate Director of Quality Improvement in an acute trust.

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.

Stephen F. Jencks, MD, MPH, is an independent consultant in health care quality and safety and a Senior Fellow at the Institute for Healthcare Improvement. His work focuses on understanding and preventing rehospitalization and other adverse results of poor transition planning. Previously, he was Chief Scientist in the Office of Research and later Senior Clinical Advisor and Director of the Quality Improvement Organization program in the Office of Clinical Standards and Quality at the federal Centers for Medicare & Medicare Services. He led the transformation of Medicare's Quality Improvement Organization program from a focus on deficient providers to achieving national improvements in health care systems. Dr. Jencks received the Ernest A. Codman Award, the Distinguished Service Medal of the US Public Health Service, and six Secretary's Distinguished Service Awards, and retired as Assistant Surgeon General.

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.

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 healthcare. 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.

Kim Johnson, Deputy Director for Operations, NIATx, leads this research center at the University of Wisconsin–Madison that focuses on systems improvement in behavioral health. She is also Director of the ACTION (Adopting Changes to Improve Outcomes Now) Campaign, a national campaign to improve access to and retention in treatment. Previously, she was Director of the Office of Substance Abuse in Maine, where she focused on prevention of underage drinking and prescription drug abuse and on improving availability to treatment through cross-system efforts, including developing a model treatment program for criminal justice clients, improved referral systems for child welfare clients, and increased access to medication-assisted treatment through work with Medicaid, primary care, and the public health system. Ms. Johnson has served as an executive director of a treatment agency, managed intervention and prevention programs, and served as a child and family therapist.

Amber B. Jones, MEd, Consultant, Center to Advance Palliative Care, works with hospices, hospitals, health systems, and state hospice and palliative care associations. She is Vice Chair of the Board of Directors of the National Association of Social Work Foundation, and former president and a current board member of the Hospice and Palliative Care Association of New York. Ms. Jones is on the Executive Committee of the Board of Directors of the Visiting Nurse Association of New York Hospice Care program, and she served as immediate past Chair of the National Hospice Work Group. Her experience includes working as a clinician, a hospital department director, a program manager at a national medical educational association, and vice president of an academic medical center.

Jane Jones, PhD, MA(Ed), BN, RGN, Assistant Director, The Health Foundation, UK, leads work on one of the Foundation's strategic priorities: inspiring improvement in patient safety. She is passionate about improving patient safety and patient experience of health care. She has a strong background in systems improvement, having trained on the national Osprey programme and worked for several years as a hospital-based clinical systems engineer. She began working in the National Health Service by specializing in critical care after completing her nursing degree. Her professional experience includes a number of posts in clinical practice, academic research, and university education. Prior to joining the Foundation, she was an Associate Director of Quality Improvement in an acute trust.
Jack A. Jordan, Administrator, Quality Initiatives, Henry Ford Health System, has had a key role in the System’s organization-wide quality improvement strategy for the past 13 years. His responsibilities include education and training, and internal consultation on improvement and measurement with senior leaders, managers, and front-line teams. He has served as the project manager for improvement projects on surgical site infection reduction, tight glycemic control, ICU improvement, implementing Rapid Response Teams, and the System’s participation in the IHI 5 Million Lives Campaign. Mr. Jordan developed the system-wide quarterly report on quality for the board and senior leadership. Previously he worked at General Motors Powertrain product engineering, where he was involved in developing a quality program in the technology development stage of engineering and supporting the organizational efforts to apply the ideas of Deming.

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.

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.

Karin Kempe, MD, Director of Clinical Prevention, Kaiser Permanente, collaborates actively with primary and specialty departments to develop and disseminate guidelines and best practices, develop and implement screening programs, and track ongoing quality metrics in all areas of clinical prevention. She has core responsibility in preventive care for women, especially breast and cervical cancer screening and colorectal screening. Dr. Kempe is particularly interested in improving the customization of outreach and decreasing disparities and barriers to care through innovative systems. She has an extensive background in medical group operations and quality improvement in multiple leadership roles, including Chair of the Department of Family Practice. She has served on several boards, including the Colorado Permanente Medical Group, the Colorado Clinical Guidelines Collaborative, and the Colorado Academy of Family Practice.

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.

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.

Napoleon Knight, MD, Medical Director, Hospital Medicine, Carle Foundation Hospital, is also Associate Medical Director of Quality for the hospital and Carle Physician Group. He joined the hospital in 1990 as an emergency physician and later held positions as Vice President of Medical Affairs, Chief Medical Officer, and Vice President and Associate Medical Director of Quality.

Peter Knox, Executive Vice President, Bellin Health, has held a variety of leadership roles over the past 27 years at Bellin. He has been a consultant for organizations both within and outside of health care, including the US Navy. His 2000 book titled "The Business of Healthcare" has been used by a number of universities and organizations across the country. Mr. Knox recently initiated the Bellin Institute for Health, which is dedicated to supporting individuals in making lifestyle and behavioral changes that result in better health and richer lives.

Clifford Ko, MD, Director, Division of Research and Optimal Patient Care, American College of Surgeons, oversees the quality improvement programs in the Division, which includes the American College of Surgeons National Surgical Quality Improvement Program, the Bariatric Surgery Centers Network, the Commission on Cancer, and the Committee on Trauma. He is also an operating surgeon with a practice focusing on patients with colorectal cancer. Dr. Ko is Professor of Surgery at UCLA and has won the Faculty Teaching Award three times. He was recently recognized as one of the Best Doctors in America. Much of his work focuses on surgical quality of care, evaluation, and improvement. He has published numerous articles and book chapters, is a frequent national and international speaker, and has served on several advisory panels for improving surgical care.

Rahul Koranne, MD, MBA, FACP, Medical Director, HealthEast, oversees and provides strategic direction to all inpatient and outpatient programs that includes Bethesda Hospital, HealthEast Care Navigation strategy, and HealthEast Home Care. He is board certified in Internal Medicine and Geriatrics. He has been very active with Minnesota's cutting-edge health care reform efforts and sits on many steering committees focused on medical homes and Baskets of Care at the state level. Dr. Koranne has worked in a variety of settings across the care continuum and is very interested in health care transformation, with multistakeholder partnership, in order to achieve the IHI Triple Aim and truly become patient-centered.

Linda Kosnik, RN, MSN, ANP, Chief Nursing Officer, Overlook Hospital, has a long history of interest in quality improvement and process management and has lectured and written extensively on these topics. Through the Institute for Healthcare Improvement and other forums, Ms. Kosnik has successfully mentored hundreds of emergency department teams through improvement initiatives. Using a collaborative approach to leadership, she has established national recognition for Overlook Hospital with awards received from the Health Care Advisory Board; Press, Ganey Associates; HCFA; and the American Society for Quality.

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

Steve Kreiser, MBA, MSM, Consultant, Healthcare Performance Improvement, consults on improving human performance in complex systems using evidence-based methods derived from high-risk industries. He has participated in multiple root cause analysis cases while working on safety culture transformation efforts in dozens of health care organizations across the country. A former FA-18 pilot with combat experience, he has over 21 years of leadership and management experience in the US Navy. During his military career he served in numerous positions designed to improve reliability in complex systems, including Naval Training and Operations Procedures Standardization Officer, Quality Assurance Officer, and Safety Officer. While serving as the Air Operations Officer for the Enterprise Carrier Strike Group, he provided team leadership for quality and safety initiatives that led to USS Enterprise and Carrier Airwing One winning the 2008 Department of the Navy Safety Excellence Award. He has served on numerous aircraft mishap investigation boards and human factors councils tasked with discovering root causes for aviation mishaps and associated human errors. He has extensive experience with Crew Resource Management from his work in the commercial airline industry.

Christine Kristeller, RN, Geriatric Clinical Nurse Specialist, Beth Israel Deaconess Medical Center, has responsibility for the acute care of hospitalized elders, working in a consultative role along with geriatric medicine colleagues. She works closely with nursing staff to develop best practice guidelines for the recognition of delirium and minimizing the risk of injury from falls. Ms. Kristeller leads the Geriatric Resource Nurse Program, which raises the level of geriatric nursing expertise throughout the medical center. She has been a registered nurse for 34 years.

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.
F. Michael Lachina, MD, Chief Medical Officer, St. Francis Hospital, previously served as Senior Vice President and Chief Medical Officer at FirstHealth of the Carolinas, and as Senior Vice President, and Medical Director at Baptist Health System of East Tennessee. He was also medical director of a clinic, had a private medical practice in general pediatrics, and started his medical career in a pediatrics practice in the US Air Force.

Peter I. Lachman, MD, MPH, FRCPC, Consultant in Service Redesign and Transformation, Great Ormond Street Hospital for Children NHS Trust, UK, is Associate Medical Director for Patient Safety at Great Ormond Street Hospital. He also has clinical commitments in neurodisability and long-term conditions at the Royal Free Hospital, and he works in community child health in Camden, London. Dr. Lachman was a 2005-06 Health Foundation Quality Improvement Fellow at the Institute for Healthcare Improvement (IHI), during which time he graduated with a Masters in Public Health from the Harvard School of Public Health. While at IHI, he spent time learning about the intricacies of quality improvement and safety from the leading theorists in the field. His current interests are in transforming health care organizations to become safer and more effective.

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.

R. Sam Larson, PhD, Director of Knowledge Management and Implementation Support (KMIS) for Population and Prevention Services, Kaiser Permanente Colorado, leads the group that maintains the Clinical Library and Clinical Guidelines for Kaiser Permanente Colorado; provides project management, analytic, and evaluative support to Population and Prevention Services programs; and supports the adoption of evidence-informed decision making across the organization. She leads efforts to develop culturally competent and evidence-informed interventions for health disparities identified through analysis of registries and electronic medical records. Previously, she was a faculty member at Ohio University School of Communication Studies and Director of Applied Research, a consulting company providing evaluation and organizational change support for nonprofit organizations and foundations. Her research has focused on organizational change, organizational communication, evaluation, and diffusion.

Helen Lau, RN, MHRD, 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.

Sue Leavitt Gullo, RN, BSN, MS, Managing Director, Institute for Healthcare Improvement (IHI), brings 29 years of health care experience to her current role which includes IHI's national and international patient safety work, and serving as faculty for leadership and patient safety. She is Director of the Perinatal Improvement Community and The Safer Patient Project in Denmark. Prior to joining IHI, Ms. Gullo was a director of women's services, and her nursing roles included experience in the front-line clinical areas of maternal-child health, oncology, and medical-surgical nursing. She has been active as a national and international expert in obstetrical care for the last 15 years. Her involvement with IHI dates back to 1995 when she was a participant in the IHI Breakthrough Series Collaborative on Improving Maternal and Neonatal Outcomes, for which she continued as faculty until later joining the IHI staff in 2005.

Barbara Sarnoff Lee, MSSW, LICSW, Director of Social Work, Beth Israel Deaconess Medical Center, has served as adjunct faculty at Harvard Medical School, Simmons School of Social Work, and Boston University School of Social Work. She received her undergraduate education at Union College and her MSSW from Columbia University School of Social Work.

Wendy Leebov, EdD, Consultant, Wendy Leebov, Inc., is a passionate advocate for patient- and family-centered care, healing environments, and service excellence. She has over 30 years of experience helping leaders launch and sustain far-reaching strategies that enhance patient and employee experience. During 20 years of service with Albert Einstein Healthcare Network in Philadelphia, she served as Vice President of Human Resources and President of the Einstein Consulting Group. She has written more than 10 books for health care, and recently developed the Patient Experience Video-Based Skill-Building System.

Ann Lefebvre, MSW, CPHQ, Associate Director, North Carolina Area Health Education Centers Program, University of North Carolina 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.

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, leads the national Kaiser Human Factors Patient Safety effort. Prior to his current position, he was 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. Dr. Leonard 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.

Steven M. Lewis, MD, Medical Director, Infection Control, Delnor Community Hospital, is board certified in Internal Medicine, Infectious Disease, and Geriatric Medicine. He also serves as Medical Director, Infection Control, at Marainjoy Rehabilitation Hospital and he maintains a private practice in internal medicine and infectious disease.

Beth Lilja, MD, Director, Danish Society for Patient Safety, was trained as Gynecologist and Obstetrician and has since 2001 worked with patient safety. In 2001, she was appointed as Head of the Unit for Patient Safety in the Capitol Region of Denmark. Dr. Lilja serves on both the WHO Collaboration Centre for Patient Safety Steering Committee and the JCI European Regional Advisory Council. Previously she was a member of the Patients' Board of Complaints and the Danish Medicine Agencies Council of Adverse Drug Events.

Rose Lindsey Giulian, PhD, RN, RHIA, Administrator of System Quality/Case Management, Baptist Memorial Health Care Corporation, provides leadership, strategic vision, development and implementation of programs related to quality and case management for 17 hospitals. She also oversees preparation of hospitals for JCAHO Accreditation for the entire organization, and has provided leadership in quality improvement for 24 years.

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 been involved in several Kaiser Permanente mortality reduction efforts, including the "e-Autopsy." He is also the physician champion for the Fontana Medical Center's weekly Farmers' Market.

Sandra M. Littlejohn, RN, Executive Director, Hospital and Clinic Operations, Gundersen Lutheran Medical Center, has held a number of leadership roles across hospital and clinic areas as well as general and medical/surgical specialties during her 19-year tenure at Gundersen. She has 28 years of nursing experience, served on a several advisory boards of local nursing schools, and guest lectured locally, regionally, nationally and internationally on topics of cultural diversity and Native American health. Ms. Littlejohn is the past secretary of the National Alaska Native American Indian Nurses Association, serves on the editorial board for Nurse Leader journal, and is an active volunteer and board member in local community groups advocating for the underserved. She co-authored Essence of Native American Nursing, which has become a foundational resource for nursing programs working with Native American students and clients.
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. 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 Future of Emergency Care in the United States Health System.” He is a member of the National Advisory Committee to the American Hospital Association for Improving Quality, Patient Safety and Performance and also editor of the new book, Managing Patient Flow: Strategies and Solutions (second edition). Dr. Litvak frequently presents as an invited lecturer at many national and international meetings.

Robert 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 currently serves as a Regional Councilor for the ASQ Health Care Division, and is author of numerous articles, reports, and books.

Mary Longe is Director of Patient Flow at AHA Solutions, a subsidiary of the American Hospital Association (AHA) focused on fostering operational excellence through identification and endorsement of products and services. She is responsible for the solutions related to challenges in patient flow, patient engagement, and patient safety. She is the editor of the AHA Solutions’ Patient Flow eNewsletter, author of the recently published 2010 Patient Flow Challenges Assessment, manager of a Linked-In group on Hospital Patient Flow, and author of five books on service line development and marketing in hospitals.

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.

Jerry Maliot, MD, Senior Vice President and Chief Quality Officer, Methodist Le Bonheur Healthcare, started his career at Methodist Healthcare in 2005 as the Chief Medical Officer at Methodist Le Bonheur Germantown Hospital. Before joining Methodist, Dr. Maliot served as the Medical Director of the Albert Einstein Healthcare Network and he practiced at the Lahey Clinic, a multispecialty group medical practice of 450 physicians in the Boston area, as a community-based primary care physician. During his six years at Lahey, he assumed progressive administrative responsibilities, culminating in his appointment as medical director.

Robert S. Mangel, PhD, Director, Service Quality Research, Kaiser Foundation Health Plan, works in partnership with senior hospital executives to lead the national service-quality research efforts to benchmark service levels, diagnose service challenges, and measure the impact of service improvement initiatives. Over the past two decades, the primary focus of his research and consulting activities has been on evaluating the impact of large-scale change initiatives on organizational performance. His research has been published in leading business journals and he has presented at a variety of international conferences. Prior to joining Kaiser Permanente, he was a business school professor at Temple University in Philadelphia and a research consultant at Towers Perrin in New York.

Jo Manion is a nationally recognized speaker, author, and senior management consultant who offers organizations an impressive breadth of experience, combined with practical and creative approaches to organizational and professional issues. In the past two decades her work has focused on the creation of positive work environments with high employee engagement and the expansion of leadership capacity. Her research areas include “Joy at Work” and “Leadership Strategies for Creating a Culture of Engagement.” She has published extensively and her most recent book is The Engaged Workforce: Proven Strategies to Build a Positive Health Care Workplace.

Darren J. Mansfield, MBChB, MRCGP, General Practitioner and Clinical Director for Urgent and Primary Services, NHS Bolton, England, has served in this role since 2007 and has developed an interest in patient safety, particularly in the area of urgent care delivery in the community setting. He sits on the UK’s National Steering group for Urgent Care. Dr. Mansfield qualified as a medical practitioner in 1986 and has qualified and worked as a general practitioner in primary care since 1992.

David Margolius is a fourth year medical student at the Alpert Medical School at Brown University. He was a research fellow at the Center for Excellence in Primary Care at the University of California, San Francisco. He coordinated a study at the Family Health Center at San Francisco General Hospital to evaluate the effectiveness of health coaching, blood pressure monitoring at home, and home-titration of medications in treating hypertension. Additionally, he worked with management and staff at community health centers in San Francisco to improve access and clinical outcomes, and to facilitate team building. His main interest is to increase access to quality primary care.
Lindsay A. Martin, MSPH, Senior Research Associate and Improvement Advisor, Institute for Healthcare Improvement (IHI), focuses on innovation and system-wide improvement. She directs IHI's 90-day Research and Development process which seeks new solutions to difficult health care problems, including identifying non-health care best practices and innovations, and brings them into prototype testing. She serves as faculty on topics such as the business case for quality improvement, system measurement, and regional data as applied to improvement. Ms. Martin coaches other health care organizations looking to implement improvement innovation programs. As an IHI Improvement Advisor, she teaches the Model for Improvement, reliability science, and data collection and analysis. She works with front-line teams in the US and abroad to better understand quality improvement and apply it to their setting, and she helps organizational and national leaders apply systems thinking to health care delivery.

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.

Joyce Matsko, BSN, RN, CPHQ, is a Senior Clinical Quality Advisor from DocSite/Covisint dedicated to the Vermont Blueprint for Health, where she shares the benefits of a patient registry with those actively involved and interested in the activities of Vermont's statewide health quality program. Her responsibilities include physician and care team engagement activities, clinical implementation consulting, and practice and community health team facilitation activities focused on incorporating the use of a patient registry into everyday clinical practice. Her health care experience spans more than two decades and includes both clinical and quality leadership roles across the care continuum. She is constantly seeking and sharing creative ways to foster the learning experience around the acceptance of processes and technologies that promote high-quality patient care and continuous improvement.

Steven Matteson joined Simpler Healthcare in 2005, bringing with him over 20 years of leadership experience in the delivery of successful Lean transformations across a broad range of companies and industries, including health care, commercial manufacturing, national defense, and banking. He has helped Simpler's clients achieve strong results through week-long breakthrough events, strategic events, and senior leadership mentoring. Previously, he worked for The Plastic Moldings Company, Freudenberg-NOK, GenCorp (General Tire Company), Parker Hannifin Corporation, and Bankers Trust of Western New York. Throughout his career in Lean transformations, he held various positions as production manager, plant manager, division manufacturing manager, general manager, director, vice president, and executive vice president.

Melissa L.P. Mattison, MD, SFHM, Associate Director of Hospital Medicine, Beth Israel Deaconess Medical Center, is also Director of the GRACE (Global Risk Assessment and Careplan for Elders) Initiative in the Division of General Medicine and Primary Care. She completed her fellowship in Geriatrics at the Harvard Division on Aging, is a board-certified geriatrician, and has worked as a geriatrics hospitalist for six years. Her efforts have focused on initiatives to improve the care of hospitalized elders. Dr. Mattison is the Director of the Advancement of Geriatrics Scholarship, a year-long course of study sponsored by the Donald W. Reynolds Foundation, Harvard Medical School, and the Beth Israel Deaconess Medical Center. She has spoken at national CME courses on the hazards of hospitalization for older patients, and has authored book chapters and manuscripts in peer-reviewed journals.

Kelly McCutcheon Adams, MSW, LICSW, Director, Institute for Healthcare Improvement (IHI), has served in this capacity for six years for a variety of IHI Collaboratives and programs, particularly those focused on critical care. She is a medical social worker with experience in hospice, nursing home, sub-acute rehabilitation, emergency department, and ICU settings. She has also served as faculty for the US Department of Health and Human Services Organ Donation Collaborative and for the Gift of Life Institute.

Patricia A. McDonald is Vice President of the Technology and Manufacturing Group and director of the Product Health Enhancement Organization. Since joining Intel in 1986 as a summer intern, McDonald has held a variety of engineering, manufacturing, and management positions in Intel's FABs, including her previous position as plant manager of FAB 20. In her current position as director of Product Health Enhancement, she is responsible for a global organization committed to delivery of better product quality, affordability, and cycle time over the lifetime of Intel's products. Additionally, McDonald has pioneered Intel's Healthcare Marketplace Collaborative: a collaboration of Portland health care providers, a health plan, and Virginia Mason Institute. The intent of the collaborative is to improve access, increase quality and reduce the cost of healthcare for Intel employees and their families. Her unique contribution to the healthcare collaborative stems from 3 years of applying 'LEAN' to manufacturing and business processes. McDonald also serves as the Intel executive sponsor for Women in Intel Network and the local executive sponsor for Oregon WIN. She earned a bachelor’s degree in chemical engineering from Oregon State University and
currently lives in Oregon with her husband and son.

Wendy J. McHugh, RN, Clinical Nurse Ethicist, Beth Israel Deaconess Medical Center, provides individual ethics consultations to patients and staff members, facilitates monthly Ethics Rounds on 18 units, coordinates a monthly Ethics Case Conference and the Ethics Liaison Group, and serves as a member of the Ethics Advisory Committee. In 2008, she joined the Critical Care Health Care Quality group, where she is now the Coordinator of the Person-Centered Care Project. Ms. McHugh conducts ICU family satisfaction surveys and facilitates the implementation of patient- and family-centered ICU initiatives. Previously, she was an intensive care unit nurse for 22 years.

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 Microsystems Resource and Development Group.

Marianne McPherson, PhD, MSPH, Director of Applied Research and Evaluation, National Initiative for Children's Healthcare Quality (NICHQ), is developing, managing, and executing the evaluation of the "Healthcare Professionals as Community Leaders in the Fight Against Obesity" advocacy initiative in conjunction with the NICHQ obesity team and national partners. She also oversees NICHQ's work on collecting data to demonstrate results in pediatric quality improvement projects. She holds a PhD in Social Policy from Brandeis University, where her dissertation focused on physician advocacy for adolescent reproductive health policy, and an MSPH from Harvard School of Public Health.

Shannon Mills, MHS, Community Manager, IHI Open School for Health Professions, Institute for Healthcare Improvement (IHI), is responsible for the Chapter Network, a community of health profession students and faculty. Before joining IHI, she served as Program Coordinator for the Komansky Center for Children's Health and Morgan Stanley Children's Hospital of NewYork–Presbyterian Hospital and as Research Coordinator at the Weill–Cornell Medical College. Ms. Mills received her MHS in Health Policy from the Johns Hopkins University Bloomberg School of Public Health and a bachelor's degree in Public Health from the University of North Carolina–Chapel Hill.

Ann Mirabito, PhD, Assistant Professor of Marketing, Baylor University, uses a marketing lens for finding ways to improve patients' experiences and outcomes. She has most recently completed a major study into the key success factors of employers who help their employees adopt more healthful lifestyles. That study is part of an ongoing research project investigating ways businesses can help address America's health care crisis. Dr. Mirabito's research also examines how patients make complex decisions related to value (quality evaluations, risk, and price fairness) in traditional medical offices, patient-centered medical homes, and other settings.

Robert Moore, MD, MPH, Medical Director, Community Health Clinic Ole, is a family physician and Chief Medical Officer of the Redwood Community Health Coalition. His interests include use of technology to improve quality, developing a culture of quality throughout the clinic, ambulatory care process improvement, and education of staff, providers and students. He received his MD from the University of California, San Francisco, and his MPH from Columbia University in New York.

Lisa Morrisse, 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.

Tom J. Mosgaller, MSA, currently serves as Director of Change Management for NIATx at the University of Wisconsin. He is Past President and Chairman of the Board of the American Society for Quality, and has extensive experience in the application of process management principles and practices in the private, public, and not-for-profit sectors.

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.

Tom Muha, PhD, Organizational Psychologist, PROPEL Performance, LLC, works with medical teams to enhance performance by improving
teamwork and staff satisfaction. He has over 30 years of experience in delivering evidence-based organizational and individual coaching to leaders who are seeking proven methods for achieving higher levels of success. He has become a leading practitioner of Positive Organizational Psychology and has been at the forefront in the study of health care leaders and organizations who have achieved the highest levels of success and satisfaction. By combining his own research with studies of other extraordinarily high functioning organizations, Dr. Muha developed PROPEL, a six-step program for applying positive psychology principles that brings all stakeholders in a medical system together to develop satisfying and successful methods of delivering cost-effective, world-class patient care.

Denise M. Murphy, RN, MPH, CIC, Vice President for Quality and Patient Safety, Main Line Health System, has system-wide responsibilities for Patient Safety and Risk Management, Clinical Performance Improvement, Infection Prevention and Control, Medical Staff Services (Peer Review and Credentialing), Regulatory Compliance, Bioethics, and Performance Measurement. She previously served as Vice President and Chief Safety and Quality Officer at Barnes-Jewish Hospital, and as Director of Healthcare Epidemiology and Patient Safety for BJC HealthCare. Her early nursing experience was in pediatric ICUs, surgical nursing, and nursing management. Ms. Murphy entered the field of Infection Prevention and Control in 1981 and has been an epidemiologist in hospitals ranging from 100 to 1,200 beds, in rural and urban settings. Her national and international presentations and publications have focused on prevention of surgical site, bloodstream infections, and ventilator-associated pneumonia, and on establishing or redesigning infection prevention and patient safety services.

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.

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 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 1990s, Dr. Nelson and 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 books.

Esther (Estee) B. Neuwirth, PhD, Senior Manager, Center for Evaluation and Analytics, Kaiser Permanente Care Management Institute, has expertise in identifying, evaluating, and spreading best practices that results in producing actionable research to optimize implementation and support performance improvement. She has authored numerous tool kits and publications on organizational management, models of care, and spread of best practices. Her PhD is in Sociology, with an emphasis on ethnographic methods of inquiry, study of organizations, staffing, labor markets, and social movements. She now manages a diverse portfolio of operationally relevant evaluations and patient-centered approaches aimed at driving improvement, improving care delivery and supporting organizational transformation.

Blair W. Nickle, MBA, MSLS, Senior Vice President, Healthcare Management Directions, leads efforts to infuse the organization's health care facilities with passion and operational attention to quality, patient safety, and patient and family satisfaction. She has dedicated the last 20 years of her career to the improvement of hospitals, physician practices, clinics, and managed care organizations.

Gail A. Nielsen, BSHCA, FAHRA, RTR, Clinical Performance Improvement Education Administrator, 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 was a 2004-05 George W. Merck Fellow and Patient Safety Scholar at the Institute for Healthcare Improvement (IHI). Ms. Nielsen is an IHI faculty member for Transforming Care at the Bedside and she led the Transitions Home innovation work, the results of which are published in the "How-to Guide: Creating an Ideal Transition Home for Patients with Heart Failure."

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. As an IHI Senior Fellow, Mr. Nolan has served on the faculty for several IHI Breakthrough Series Collaboratives, large spread projects, and Innovation Communities on Improving Flow through Acute Care Settings and Improving Performance in the ED. 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.

Priscilla J. Nuwash, MBA, CLM, President, Center for Performance Excellence, Poudre Valley Health System, consults and coaches other
organizations in pursuit of performance excellence. She has served in numerous management capacities at the health system, including Medical Nutrition Therapy and Pharmacy Department Manager, Director of Hospitality Services, and Director of Quality Improvement. During her tenure as the Director of Quality Improvement, the health system became the only two-time recipient of the Colorado Performance Excellence Peak Award and received the 2008 Malcolm Baldrige National Quality Award for Health Care. Ms. Nuwash is a Senior Examiner on the Malcolm Baldrige National Board and judge for the Colorado State quality program.

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 Safe Patients Initiative. Her current research interests include evaluation of the impact of the Patient Safety Walkrounds within NHS Tayside.

William J. Oetgen, MD, MBA, Clinical Professor of Medicine, Georgetown University, is also in private practice in cardiology. He is a corporate board member of MedStar Health, Inc., and serves as chairman of the PINNACLE Registry Steering Committee of the American College of Cardiology and National Cardiovascular Data Registry. A graduate of St. Louis University School of Medicine, Dr. Oetgen served his internship, pediatrics and internal medicine residencies, and adult cardiology fellowship at Walter Reed Army Medical Center in Washington, DC.

Greg Ogrinc, MD, Assistant Professor, Community and Family Medicine, Dartmouth Medical School, is a general internist also working at the White River Junction VA Hospital in Vermont. In June 2002, he completed a two-year fellowship in the VA National Quality Scholars Program at the White River Junction VA Hospital. He now serves as the Associate Fellowship Director for the program at the White River Junction VA.

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.

Mary Ann Osborn, RN, MA, Vice President and Chief Clinical Officer, St. Luke's Hospital, has operational responsibility for the Emergency Department, Heart Services, Women and Children's Services and Medical/Surgical Services. She also serves as the Clinical Adoption Executive for the Iowa Health System electronic health record. During her 11-year tenure, she has been passionate about integrating clinical practice and performance improvement. Ms. Osborn has also provides leadership at the state level through professional organizations such as the Iowa Organization of Nurse Leaders, the Iowa Healthcare Collaborative, and the Cedar Rapids Healthcare Alliance. In 2008, she traveled to the UK to study their health care system and implications for future US health care design. She has been recognized as a Top 100 Iowa Nurse, the 2005 Iowa Outstanding Nurse Executive, and she is the recipient of the Mount Mercy College Alumni Professional Achievement Award.

Barry Oshry, PhD, Power + Systems, Inc., is a distinguished educator and a pioneer in the field of human systems thinking. His areas of research, writing, and teaching include the human systems dynamics that arise when people are in top, middle, bottom, and customer relationships with one another. He has been exploring with special interest the issue of "middles" in organizations for over 35 years and has written extensively on the subject. He is author of the highly acclaimed Seeing Systems, as well as In the Middle and Leading Systems.

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.

Jan Padgett, RN, CCRN, is the Nurse Manager of a 36-bed general medical-surgical/neuro ICU at Baptist Memorial Hospital in Memphis. She has over 30 years of nursing experience, with 11 years as the manager of the ICU.

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.

Joe H. "Pat" Patton, Jr., MD, Division Head of Acute Care Surgery, Henry Ford Hospital, joined the Henry Ford Medical Group in 1996 as a staff surgeon and was appointed the Director of Trauma in 1999. He leads the Department of Surgery's quality initiatives as administrator of the departmental peer review process, Surgeon Champion of the American College of Surgeons National Surgical Quality Improvement Project at Henry Ford Hospital, and Chair of the Surgical Infection Prophylaxis Committee. Dr. Patton's professional goal is to provide leadership in the attainment of multidisciplinary clinical quality improvement. He currently serves as Chair of the Michigan Committee on Trauma and was appointed by the Governor to serve on the State Trauma Advisory Committee. As a clinical surgeon, he is nationally recognized as an expert in abdominal wall reconstruction and the management of severe traumatic injuries.

Lisa Payne Simon, Director, California Healthcare-Associated Infection Prevention Initiative, oversees the 49-hospital collaborative focused on improving clinical process and technological innovation to reduce hospital-acquired infection. She is a consultant and senior advisor to health care improvement initiatives and foundations across the nation. Her areas of content expertise include health care quality improvement, hospital-acquired infection, health technology, health services research, project management and evaluation, as well as foundation grant program design and management.

Carol Peden, BSc, MB ChB, MD, FRCA, MPH, Associate Medical Director for Quality Improvement, Royal United Hospital, England, is also a Consultant in Anaesthesia and Intensive Care. She sits on the Intensive Care Society Standards Committee and is the lead for the critical care work stream of the South West Strategic Health Authority's five-year Quality and Patient Safety Programme for 5.5 million people. Dr. Peden is an examiner for the Royal College of Anaesthetists and Editor of the Emergency Surgery and Peri-operative care chapters of their Audit Guidelines. She was a 2008-2009 Health Foundation Quality Improvement Fellow at the Institute for Healthcare Improvement, where her work focused on ways to improve outcomes for emergency surgical patients, particularly the elderly. She now sits on the UK Department of Health 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.

John Penrod, MBA, Director of Field Representation, AHA Solutions, leads a team responsible for creating and executing targeted programs to assist hospitals and health care systems in optimizing operational effectiveness and quality improvement. Prior to joining AHA, he served as Director of Healthcare Informatics for Baxter International, Inc., providing market development expertise to the company's Medication Delivery Division, and as Executive Director of Professional Relations, acting as the liaison to national patient safety, quality improvement, and health care policy organizations. He began his career in hospital administration, specializing in financial management and business development, and then went on to play key marketing and sales leadership roles in the start up and commercialization of several highly successful medical technology and health information system companies.

Rocco J. Perla, EdD, Director of Analytics, Office of Quality and Patient Safety, Center for Innovation and Transformational Change, UMass Memorial Health Care, works across the organization and its member hospitals to transform data into organizational knowledge that impacts patient safety and quality of care. His experience includes over a decade of consulting and teaching in the area of evaluation and measurement and he has published widely in the areas of statistical process control, program evaluation, epidemiology, and education. Dr. Perla is Assistant Professor of Family Medicine and Community Health at the University of Massachusetts Medical School, and he was a 2008-09 George W. Merck Fellow at the Institute for Healthcare Improvement.

Jennifer J. Phillips, Director, Center for Innovation, Virginia Mason Medical Center, has served in this role since 2002. She previously developed and led a Project Management Office at Virginia Mason, and prior to that she managed the organization's employee communications program. A newspaper reporter in her humble beginnings, she has since spent many years focused on corporate communications and quality improvement, with the last 19 years in the health care field.

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."
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.

Sarah Puntoni, Healthcare Improvement Lead Officer, Public Health Wales, UK, has been supporting the Healthcare Improvement Team for over three years. In her role she has supported the establishment of the Faculty for Healthcare Improvement and the 1000 Lives Campaign. She has been involved in developing and promoting the patient stories framework used in 1000 Lives Plus and has co-presented on this work at various national and international conferences.

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. 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.

Suzie B. Raktya, RN, MHA, CPHQ, is the Senior Director of Clinical Improvement at Presbyterian Healthcare, Novant Health. She currently serves on the board of directors for the North Carolina Association for Healthcare Quality, serving as its president in 2010.

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.

Deepa Ranganathan, Content Manager, IHI Open School for Health Professions, Institute for Healthcare Improvement (IHI), joined IHI in 2008 and is responsible for leading the development of new online courses and web content for the IHI Open School. She has five years of experience in public radio and newspaper journalism. Most recently she was a lead education reporter at The Sacramento Bee, where she covered two of the largest school districts in California and tracked "outliers" — urban schools that were outperforming their peers. Ms. Ranganathan also recently helped develop and run economic surveys of farmers in South India. She received a bachelor's degree in English Literature at Harvard University.

Melynda Reeves, BSN, RN, RNC-OB, is an RN Nurse Specialist/Educator at Covenant Health System and has been employed by Covenant for over 10 years. While at Covenant, she has participated in several nursing-related rapid improvement events, including projects on nursing orientation and nursing documentation. She received her national certification in inpatient obstetrics (RNC-OB) in 2006 and is a member of the Association of Women's Health, Obstetric, and Neonatal Nurses (AWOHN) and the Texas Perinatal Association.

James L. Reinertsen, MD, President, The Reinertsen Group, is also Senior Fellow at the Institute for Healthcare Improvement (IHI), leading IHI's Executive Quality Academy, The Role of the Board in Safety and Quality, and Engaging Physicians programs, among other projects. Dr. Reinertsen has 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 member of the Institute of Medicine Committees that produced To Err Is Human and Crossing the Quality Chasm, and a member of the American Board of Internal Medicine.

Patrick Remington, MD, MPH, Professor and Associate Dean for Public Health, University of Wisconsin, received his epidemiology training as an Epidemic Intelligence Service Officer at the Center for Disease Control and Prevention (CDC). While at the CDC, he was one of the first epidemiologists to work with the state-based Behavioral Risk Factor Surveillance System, examining risk factors such as smoking, diet, and alcohol use. He served as the state of Wisconsin's chronic disease epidemiologist for almost a decade before joining the faculty at the University of Wisconsin. His current research examines methods to measure the health outcomes, determinants, and quality of health care in
populations, as well as health disparities by education, race, or region. He has most recently been funded by the Robert Wood Johnson Foundation to produce the County Health Rankings for all 50 states, to mobilize action toward community health (MATCH).

Judy Renaas, MHA, RN, Vice President of Clinical Services and Chief Nurse Executive, Allen Health System, facilitates the system-wide implementation of adaptive design. She has been trained as an adaptive design teacher and coach, and she works with Allen leaders and front-line staff in the implementation of the adaptive design methodology. She is recognized as a leader of adaptive design in the Iowa Health System.

Roger K. Resar, MD, Senior Fellow, Institute for Healthcare Improvement (IHI), is also Assistant Professor of Medicine at the Mayo Clinic School of Medicine. He has 30 years of experience as a pulmonologist and critical care physician, and he currently practices ambulatory care medicine on a part-time basis. Dr. Resar has led national efforts in medication reconciliation, use of the IHI Global Trigger Tool to measure adverse events, reliable process design, avoidable ED visits, hospital flow, and improvement methodology. He also participates on the IHI R&D team to create change concepts, design testing in prototype sites, and spread these innovations worldwide.

Amy M. Richmond, RN, BSN, MHS, CIC, Co-Founder and Consultant, P3 Healthcare Consulting, LLC, has practiced Infection Prevention for over 10 years in both the ambulatory care and acute care settings, and most recently she began consulting in the long-term acute care hospital setting. She has a passion for preventing catheter-related bloodstream infections and developing infection prevention programs in alternate care settings. A former Manager of Interventional Epidemiology at Barnes-Jewish Hospital, she received the Excellence in Leadership award for her work with various performance improvement teams across the organization. Ms. Richmond has led and facilitated multiple Lean Six Sigma projects to prevent device-associated infections, and she is an advocate for integrating performance improvement methods into infection prevention practice. She is Vice-Chair of the APIC educational committee, presents frequently on topics related to infection prevention, and is a contributing author for the APIC CR-BSI elimination guide and the Washington Manual of Critical Care.

Samantha Riley, Head of the Quality Observatory, NHS South East Coast, UK, leads an analytical team that supports the local NHS in the provision of high-quality analysis and benchmarking to evidence variation in practice, identify potential areas for improvement (both in terms of cost and quality), and demonstrate improvements over time. As a result of a recent national review by the UK Department of Health, the Quality Observatory was rated as exemplary with the ability to provide national leadership. Ms. Riley has worked for the NHS for over 13 years in various service improvement roles in different areas of the health sector, including leading a system-wide improvement program in West London and undertaking a national improvement role with the Modernisation Agency. She is Chair of the National Data Quality Board, a member of the Improvement Faculty for Patient Safety and Quality Improvement, and a member of the National Quality Indicator Development Group chaired by the Medical Director of the NHS. She is passionate about the utilization of data and information to support improvements in patient care.

Jennifer Ritz, RN, BSN, BAA, Project Manager, Surgical Services Quality Improvement, Henry Ford Health System, is a system resource to research, develop, and promote improvement projects and standardization of surgical services processes. Utilizing evidence-based science and documented best practices, she has adapted innovative designs of care delivery for surgical patients. Her professional emphasis is on the attainment of system-wide quality goals such as clinical process improvement and reduction of surgical morbidity and mortality. Ms. Ritz has been a registered nurse for more than 16 years at Henry Ford Hospital, specializing in pediatric oncology, emergency medicine, and emergency medicine research. She was the initial Surgical Nurse Reviewer for the American College of Surgeons National Surgical Quality Improvement Project at the hospital, where she led the team that achieved national recognition for its accomplishments. She is a registered nurse for the Detroit Lions during football season.

Terri Robertson, PhD, Program Manager, Center for Clinical Care Design, Henry Ford Health System, is responsible for developing and implementing an evidenced-based, integrated model of depression care across 26 Internal Medicine/Family Practice ambulatory clinics. She worked for nine years in consultation-liaison psychiatry before transitioning to her current role, overseeing the Depression Care Initiative in Primary Care for the Henry Ford Medical Group. Dr. Robertson has completed the Lean Healthcare Certificate Program from the University of Michigan, and she serves as a Lean facilitator and coach for various process improvement initiatives in primary care, advancing the Patient-Centered Team Care model. She is an ambassador for the Henry Ford Health System Healthcare Equity Campaign and a five-year member of the Diabetes Care Center Design Team.

Brian Robson, MBChB, MRCGP, 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.
Deborah Romer, MBA, Vice President, Service Quality, Kaiser Permanente, previously served in operational roles such as Hospital Administrator/Area Manager for the Napa-Solano region and as Medical Group Administrator for the Diablo Service Area. Prior to joining Kaiser Permanente in 1996, she worked at St. Luke's Hospital in San Francisco and the Providence Health System in Oregon. She has more than 20 years of health care experience, including work in organizational improvement, operations, strategic planning, and business development.

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.

Ian Rutter, MD, Senior Partner, Westcliffe Medical Practice, England, has been a General Practitioner for 28 years. He also established the National Primary Care Collaborative with Sir John Oldham and was former Chief Executive of Airedale and North Bradford Primary Care Trust (PCT) until January 2006. At both the practice and PCT level, he has been involved in the development of an extensive range of services in the community previously provided in hospital settings, including outpatients, surgical procedures, and diagnostics. More recently Dr. Rutter has worked as an associate of the Prime Minister's Delivery Unit and as a clinical advisor in the Policy Unit at the UK Department of Health. He has been appointed as the Deputy Clinical Director for Primary Care in the NHS and chairs the NHS Clinical Advisory Panel on Payment by Results.

Frederick C. Ryckman, MD, Senior Vice President for Medical Operations, Cincinnati Children's Hospital Medical Center, is also Operations Director for Peri-Operative Services. In this role, he works to implement the safest and most reliable health care for children. He is also Professor of Surgery at the hospital, specializing in multi-organ transplantation.

Blair L. Sadler, 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.

Marguerite Samms, MN, CPT, is the Practice Leader for Program Development and Change Management at MultiCare Health System, where she has worked since 1997. She has leadership experience with Baldrige, Lean, culture and change, process improvement, and staff and leadership development. In 2003 she helped start and then led the Institute for Learning and Development for six years. Ms. Samms also serves as a Baldrige Examiner for the Washington State Quality Award Program.

Sally Sampson is the founder of ChopChop, The Fun Cooking Magazine for Families, a quarterly food magazine and website. ChopChop's mission is to educate kids to cook and be nutritionally literate, empower them to actively participate as health partners with their families, and help establish and support better eating habits for a lifetime of good nutrition. ChopChop's vision is to reverse and prevent childhood obesity. She is the author of 20 cookbooks.

Daniel Sands, MD, MPH, Senior Medical Informatics Director, Cisco, provides both internal and external health IT leadership and helps key customers with business and clinical transformation using IT. His prior position was Chief Medical Officer for Zix Corporation, a leader in secure e-mail and e-prescribing, and before that he spent 13 years at Beth Israel Deaconess Medical Center in Boston, where he developed and implemented numerous systems to improve clinical care delivery and patient engagement. Dr. Sands currently holds an academic appointment at Harvard Medical School and maintains a primary care practice in which he makes extensive use of health IT. He is the recipient of numerous health IT awards, has been elected to fellowship in both the American College of Physicians and the American College of Medical Informatics, and is a founder and board member of the Society for Participatory Medicine. In 2009 he was recognized by HealthLeaders Magazine as one of “20 People Who Make Healthcare Better.”

Kenneth E. Sands, MD, Senior Vice President for Health Care Quality, Beth Israel Deaconess Medical Center, is also Director of the Silverman Institute for Quality and Safety. He is an internist whose research interests include the development of automated mechanisms for measuring adverse events, and evaluation of models for teaching quality improvement to health care professionals.

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 (STAA) 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.

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.

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, MSN, RN, Patient Safety Coordinator, University of Missouri Health Care, has a long history of local, national, and international involvement in education regarding patient safety and quality improvement. She is founder of the organization's "forYOU Team" which offers support to physicians, nurses, and other staff affected by stressful events while caring for patients. This innovative work led to University of Missouri receiving the national HOPE award from the Medically Induced Trauma Support Services (MITSS) organization in 2009. Ms. Scott previously worked as a neonatal ICU nurse, risk management nurse, and a quality improvement specialist. She is currently pursuing her doctoral degree in nursing science at University of Missouri's Sinclair School of Nursing.

Richard P. Scoville, PhD, Adjunct Assistant Professor in the School of Public Health, University of North Carolina at Chapel Hill, is also an Improvement Advisor for the Institute for Healthcare Improvement Learning and Innovation Communities, and the Bureau of Primary Health Care Health Disparities Collaborative. He also serves as IT Director for Improving Performance in Practice, a national primary care collaborative sponsored by the American Board of Medical Specialties.

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.

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 Quality Management and Chief Clinical Patient Safety Officer at Lucile Packard Children's Hospital. He is Director of Quality Improvement for the California Perinatal Quality Care Collaborative and is directing its second statewide collaborative improvement project focused on improving breastfeeding rates at discharge of very low birth weight newborns. 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 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.
Bernard Sherry, President and Chief Executive Officer, Baptist Hospital, is responsible for leading the largest not-for-profit community hospital in Middle Tennessee with 683 beds and more than 1,800 associates. He has focused on furthering the hospital's reputation for high-quality, compassionate care and growing its diverse offering of health care services and technological advancements. Previously he worked at Greenville University Hospital System. He is a diplomate of the American College of Health Care Executives and a participant in Ascension Health's Leadership Formation for Healthcare Ministry, a two-year program focusing on ministry within a health care setting. He is chair of the March of Dimes 2010 Nashville March for Babies and a board member for the March of Dimes Tennessee chapter. In 2009 he received the March of Dimes’ LaVerne Hubley Award for his outstanding service to the Nashville March for Babies event, and in 2010 he was named Father of the Year by the American Diabetes Association/Father's Day Council.

Debra Shriver, RN, MSN, CENP, Chief Nurse Executive, Trinity Regional Medical Center, has nursing experience in medical/surgical, home care and hospice, and performance improvement. As a nurse educator, she has experience teaching in both medical/surgical nursing and behavioral health nursing. She is a graduate of Mercy College of Nursing in Des Moines and obtained her Master's in Nursing from Clarkson College in Omaha.

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.

Melinda Skeath, RN, CNS, Executive Director, Quality and Regulatory Services, Kaiser Foundation Health Plan, is responsible for ensuring that systems and processes for performance improvement, survey readiness, and licensing are in place to support Kaiser Permanente Northern California’s 21 medical centers. In the area of survey readiness, her teams lead survey preparation and support for Joint Commission, NCQA, Centers for Medicare & Medicaid Services, and State of California surveys. For performance improvement strategic initiatives, she is the quality lead for projects related to Core Measures and critical care metrics such as the Ventilator Bundle, Central Line Bundle, glycemic control, and sepsis. Ms. Skeath also serves as faculty for Kaiser's Improvement Advisor Course.

Dot Snow, MPH, National Leader, Department of Care and Service Quality, KP HealthConnect Patient Safety Project, provides leadership to the regions as they optimize KP's electronic medical record to improve patient safety. Prior to joining the Department of Care and Service Quality, her service in Kaiser Permanente Northern California included management of a variety of regional programs such as development of Clinical Practice Guidelines in the Regional Quality department, and implementation of drug utilization initiatives in Pharmacy Operations. She completed her Masters in Public Health at the University of California, Berkeley, and Patient Safety Officer training from the Institute of Healthcare Improvement.

Steven Spear, DBA, MS, MS, Senior Lecturer, MIT Sloan School of Management, is also Senior Fellow at the Institute for Healthcare Improvement. With expertise in operational excellence and innovation, he is a well-recognized expert on how select companies generate unmatchable performance by converting improvement and innovation into repeatable, broad-based, skill-based disciplines. A five-time Shingo Prize and McKinsey award winner, his "Decoding the DNA of the Toyota Production System" and "Learning to Lead at Toyota" are part of the lean manufacturing canon. His "Fixing Healthcare from the Inside, Today" and other clinical journal articles have been on the forefront in health care improvement. He is author of the books The High Velocity Edge: How Market Leaders Leverage Operational Excellence to Beat the Competition and Chasing the Rabbit: How Market Leaders Outdistance the Competition.

Kurt Spiering, AIA, ACHA, Vice President, Hammel Green and Abrahamson, Inc., has managed and planned millions of square feet in health care facilities throughout his career, becoming one of the leading health care planners in the country. With his observation and listening skills, he has developed hands-on experience and a keen insight into the operation and function of hospital departments and their impact on design. He has been instrumental in reinventing the traditional design process to capture the ultimate patient experience and transform traditional health care delivery systems. Mr. Spiering has developed structured activities to help health care organizations embrace new work processes focused on achieving the ultimate patient experience through the introduction of Lean principles.

Barbara Spivak, MD, President, Mount Auburn Cambridge Independent Practice Association (MACIPA), is also the Association's Board Chair and a practicing internist at Mount Auburn Medical Associates. She is the champion and leader of MACIPA's electronic health record (EHR) project that uses a unique approach to implementation, training, and support. This approach is viewed as a model for how a physician organization can manage the many aspects of an EHR implementation project. She is a board member of the Massachusetts Health Quality Partners and has held board positions at CareGroup and the Provider Service Network. Dr. Spivak has spoken to several groups regarding payment and legislative reform at the state and federal levels, and in 2009 she testified at a Senate hearing on Medicare Advantage products. She is a Clinical Instructor in the Department of Medicine at Harvard Medical School.
Lynn H. Spragens, MBA, President, Spragens and Associates, LLC, specializes in strategic business planning for health care organizations interested in building successful clinical programs that are well integrated into organizational strategy and meet business requirements. She has 18 years of experience as a health care executive, including nine years with Kaiser Permanente and nine as a business and operations consultant to health care organizations across the nation. Ms. Spragens works with the Center to Advance Palliative Care (CAPC) to promote increased access to palliative care in acute care hospitals. She serves as faculty for all CAPC conferences, a consultant to the Palliative Care Leadership Centers, author of CAPC business tools and curricula, and has served as project manager for the design and implementation of numerous hospital palliative care programs. Ms. Spragens is also extensively involved in geriatrics initiatives such as the Medicare Innovations Collaborative.

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.

Evan Steffens, RN, MS, CS, Director of Clinical and Quality Systems, Premier HealthNet, is responsible for coordinating and supervising the quality, clinical, customer service, and patient safety initiatives for this 200 physician multispecialty network. For the past two years, she has been very involved in the implementation of an integrated electronic health record that connects the four hospitals in the system with the contracted physician offices.

David P. Stevens, MD, is Editor-in-Chief of Quality and Safety in Health Care, the BMJ journal dedicated to global health care improvement and safety. He is Adjunct Professor, Center for Leadership for Improvement, at the Dartmouth Institute for Health Policy and Patient Care. Dr. Stevens was a George W. Merck Fellow in 2003-04 and is a current Senior Fellow at the Institute for Healthcare Improvement.

Kevin Stewart, MB BCh, FRCP, Medical Director, QIPP Safe Care Program, Department of Health, England, has a clinical background as a Geriatrician in the National Health Service and he was previously Medical Director and deputy CEO of Winchester and Eastleigh NHS Trust in the south of England. He has written and published widely on end-of-life care and improving communication between doctors and patients. He was a 2008-10 Health Foundation Quality Improvement Fellow at the Institute for Healthcare Improvement, where his fellowship concentrated on learning about clinical leadership and work on unprofessional and disruptive behavior and a program designed to help the leadership of organizations respond to a major safety crisis.

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.

Pat Stone, RN, PhD, Professor of Nursing, Columbia University, is also Director of the Center for Health Policy. She is a leading nurse health services researcher who examines the impact of organizational factors and various processes on clinical patient safety outcomes such as healthcare-associated infections, employee outcomes such as occupational injury, and system outcomes such as costs and efficiency. Dr. Stone has conducted many multisite studies examining these relationships and is currently the principal or co-investigator on several federally funded and foundation supported grants in these areas. Recognized for this expertise, she frequently provides expert consultation to other researchers and has been the comparative effectiveness research expert on multiple federally funded research grants. She has published over 100 peer reviewed articles and many book chapters.

Carly Strang, Project Manager, Institute for Healthcare Improvement (IHI), joined IHI in 2006 and has worked on a variety of programs in multiple departments, including Marketing, the 5 Million Lives Campaign, and more recently within the New Business Department. She was a member of the core team that designed and launched the IHI Open School for Health Professions in September 2008 and has since taken over the operations and finances of this initiative. She received a Bachelor of Science Degree in Marketing and Management from Northeastern University.

Mary Jo Strobel, BSN, MBA, Director of Clinical Prevention Services, Kaiser Permanente Colorado, leads the strategic direction and program development of clinical prevention services with focus on primary prevention in women's health (breast, cervical, osteoporosis, chlamydia), cardiovascular primary prevention, colorectal cancer screening, immunization outreach and coordination, dietary counseling, weight management, and health education. Her emphasis for program development focuses on integrated and coordinated population outreach programs that leverage extensive use of registry data, as well as integration of population health metrics and measurement tools into program design. Ms. Strobel has 27 years of experience in health care with an emphasis on operations, administration, and system development.
Kim Sulmonte, RN, MHA, Director of Operations, Quality and Safety for Patient Care Services, Beth Israel Deaconess Medical Center, oversees quality and safety initiatives within Patient Care Services and she is responsible for adverse event reporting/case reviews and coordinating the departmental structure that ensures a constant state of readiness for regulatory surveys. She also has several departments under her direction, including Inpatient Rehabilitation Services, Nutrition Services, Voice/Speech and Swallow Services, Wound/Ostomy, the Patient Education Program, the Emergency Cardiac Care Education Program, and select centralized Clinical Nurse Specialist supports. Her previous roles at Beth Israel include Quality Improvement Program Director, Nurse Manager in General Medicine, Night Nursing Supervisor, and registered nurse on a General Medical Unit.

Craig A. Svendsen, MD, Chief Medical Quality Officer, HealthEast Care System, has been Chair of the HealthEast Quality Management Committee of the Medical Staff for the past 13 years and he leads the HealthEast Quality Institute towards their goal of being the "Benchmark for Quality in the Twin Cities by 2010." He began his work in health care quality in 1992 as physician lead for six improvement teams of HealthEast (Respiratory, Neurology, Heart Care, Maternity, Orthopedics, Surgery) and their four hospitals. His previous roles in the HealthEast system include Medical Director of St. John's Hospital and Medical Director of Woodwinds Hospital. Both Dr. Svendsen and HealthEast are active participants in various Institute for Healthcare Improvement initiatives, including the Breakthrough Series, the 100,000 Lives and 5 Million Lives Campaigns, the IMPACT network, and the Improvement Map.

Stephen Swensen, MD, MMM, FACR, Director for Quality, Mayo Clinic, is also Professor of Radiology in the Mayo Clinic College of Medicine. He leads the Value Creation Program as Associate Dean for Value, serves as a member of the Mayo Clinic Management Team and the Clinical Practice Committee, and is on the Luther Midelfort Medical Center-Mayo Health System Board of Directors. Previously, he was Chair of the Department of Radiology and Education Program Director. He is past President of the Society of Thoracic Radiology and the Fleischner Society and has been Principal Investigator on three National Institutes of Health grants.

Charleen Tachibana, MN, RN, Senior Vice President, Hospital Administrator, and Chief Nursing Officer, Virginia Mason Medical Center, works extensively in leading systematic changes to improve clinical processes, including improving workspaces, enhancing work environments, and designing efficient care delivery processes to increase the amount of direct care time nurses spend with patient. Over the past 10 years she has had extensive training in the Toyota Production System methodology and serves as a key leader in the Virginia Mason Production System. She is the Assistant Dean for Clinical Nursing at the University of Washington, and in 2009 she was selected as a Robert Wood Johnson Executive Nurse Fellow.

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.

Jeffrey E. Thompson, MD, Chief Executive Officer and Chairman of the Boards, Gundersen Lutheran Medical Center, is a practicing Pediatric Intensivist and Neonatologist. He previously served as Chairman of the Board of the Wisconsin Collaborative for Healthcare Quality and is the current Chairman of the Board of the La Crosse Medical Health Science Consortium. Since completing his professional training, he has worked solely at Gundersen Clinic and Lutheran Hospital–La Crosse, and previously served on the Gundersen Clinic Board of Directors, where he played a key role in the negotiations and governance design that led up to the merger between Gundersen Clinic and Lutheran Health System. Since 1996, Dr. Thompson has been a member of the Board of Governors and a member of the Board of Trustees. Prior to his current position, he was Executive Vice President. Dr. Thompson has authored several scientific publications and abstracts.

Joseph W. Thompson, MD, MPH, Surgeon General of the State of Arkansas, University of Arkansas for Medical Sciences, works closely with the Governor's office, the Arkansas legislature, and public and private organizations across the state on relevant health policy topics. Dr. Thompson's work is centered at the intersection of clinical care, public health, and health policy. He is responsible for developing health policy, research activities and collaborative programs that promote better health and health care in Arkansas. Nationally, as Director of the Robert Wood Johnson Foundation (RWJF) Center to Prevent Childhood Obesity, he is leading a strategic partnership with PolicyLink that serves as the linchpin of RWJF's strategy to reverse the epidemic of childhood obesity by 2015.

Brad N. Thornton, RN, BA, BSN, CCRN, Facilitator, Inpatient Medicine/DPC/EMR Value Stream, Covenant Health System, has facilitated numerous projects on various topics, including nursing orientation, nursing documentation, nursing supply cycle redesign in 23 nursing units, and supply chain and materials management. At Covenant, he developed the Dismissal Center, the sepsis protocol, the MICU intensivist program, and the Rapid Response Team. He began his career as an MICU Charge Nurse at Covenant Medical Center.
Michelle Tierney, MPA, Director of Organizational Development, Southcentral Foundation (SCF), continues to influence the innovative evolution of SCF's programs at the Alaska Native Medical Center and across the whole SCF system. Her contributions to complete primary care redesign, workforce development, behavioral health system design, whole system integration, and many other aspects of the SCF system serve as models of health care design for many other systems. Ms. Tierney currently serves as a National Examiner for the Baldrige National Quality Program.

Peter Tilkemeier, MD, Medical Director, Nuclear Cardiology, The Miriam Hospital, completed his medical training at Northwestern University followed by an Internal Medicine Residency at St. Francis Hospital in Hartford, Connecticut. His Cardiology fellowship was completed at Brown University and the Massachusetts General Hospital. He joined the faculty at Brown University, where he is currently an Associate Professor with interests in nuclear cardiology, cardiac rehabilitation, and quality improvement. He holds a Master's Degree in Medical Management from Carnegie-Mellon University.

Trissa Torres, MD, MSPH, FACP, 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.

Sean R. Townsend, MD, Vice President of Quality and Safety, California Pacific Medical Center (CPMC), is also a practicing intensivist in the Division of Pulmonary and Critical Care at CPMC. Previously, he was Assistant Professor of Medicine at the University of Massachusetts and at Brown University Medical School. Dr. Townsend has been faculty advisor to IHI's 100,000 Lives and 5 Million Lives Campaigns for the ventilator-associated pneumonia and catheter-related bloodstream infections interventions. He led IHI's work on sepsis as part of the Improving Outcomes for High-Risk and Critically Ill Patients Learning and Innovation Community, and he is current faculty for the Reducing Sepsis Mortality Collaborative. A member of the Surviving Sepsis Campaign (SSC) executive committee, he is an author of the 2008 SSC International Guidelines on the Management of Severe Sepsis and Septic Shock and 2010 SSC Results of an International Guideline-based Performance Improvement Program Targeting Severe Sepsis.

Deborah E. Trautman, PhD, RN, Executive Director, Center for Health Policy, Johns Hopkins Health System, has a joint appointment at the Johns Hopkins University School of Nursing. Prior to her current position at Johns Hopkins, she served as Interim Vice President of Patient Care Services for Howard County General Hospital, part of the Johns Hopkins Health System, and as Director of Nursing for Emergency Medicine at the Johns Hopkins Hospital. She has authored publications on health policy, intimate partner violence, pain management, clinical competency, change management, cardiopulmonary bypass, the use of music in the emergency department, and consolidating emergency services. Dr. Trautman represents Johns Hopkins Hospital on the Baltimore City Domestic Violence Fatality Review Team. She is a 2007/2008 Robert Wood Johnson Health Policy Fellow and worked for the Honorable Nancy Pelosi, Speaker of the House, United States House of Representatives.

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.

Nana Yeboaa Twum-Danso, MD, MPH, Director, Project Fives Alive!, Institute for Healthcare Improvement, works in partnership with the National Catholic Health Service (NCHS) of Ghana to achieve Millennium Development Goal Four to reduce under-5 child mortality by 66 percent by 2015 through the application of quality improvement methods. In this role, she provides technical and strategic leadership to improve the processes of maternal and child health services at scale within the NCHS and the Ghana Health Service, the largest health care provider in Ghana. She is a preventive medicine and public health physician with expertise in quality improvement, health systems strengthening, maternal and child health, community-based health care delivery, and parasitic disease control. Previously she was a Director at the Task Force for Global Health in Atlanta, Georgia, USA, 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.

Megan Vanneman, MPH, is a PhD student in the Health Services and Policy Analysis program at the University of California at Berkeley and a graduate student researcher at the Center for Health and Public Policy Studies, where she studies healthcare-associated infections in California’s general acute care hospitals. Her primary research interest is addressing health care disparities. She was a research and teaching assistant at Columbia University, and a summer public health intern at the Government Accountability Office in Washington, DC. She later served as the Program Coordinator for Evaluation at the AIDS Education and Training Centers’ National Resource Center, and as a Senior Policy Analyst in the City of New York’s Office of Citywide Health Insurance Access. She is also a graduate student instructor for an undergraduate course, Introduction to Health Policy and Management.

Pennie L. Viggiano, BS, NHA, MBA, System Director, Government and Special Populations and System Care Management, HealthEast Care System, provides consultation and program development in partnership with clinical leadership to ensure access, quality, and culturally competent care for seniors, minorities, and underserved populations. Her direct areas of oversight include Chronic Care Managers, MSHO Care Managers, Transition Coaches, Community Health Workers, and Pathways to Better Health. Previously she was Contract and Program Manager for United Resource Networks, developing national network programs in transplant surgery and cardiopulmonary specialty services.

Mary A. Viney, MSN, Director of Patient Care Services, Seton Northwest Hospital, has initiated many creative and innovative programs to enhance experiences for both patients and staff. She is currently engaged in a two-year innovation program with the Institute for Healthcare Improvement (IHI) and The Robert Wood Johnson Foundation to create new models of care delivery in medical-surgical units. Prior to her current role, she held a variety of leadership positions within the Seton Healthcare Network. Previously Ms. Viney served in various clinical education and leadership roles at MD Anderson Cancer Center, where she was an oncology nurse for 17 years. She is currently enrolled in a doctoral program for health care administration.

Heather Watson, BS, MBA, HCM, Senior Consultant of Clinical Operations, Kaiser Permanente, is the regional lead for heart failure. She has worked with 13 medical centers to implement Kaiser's Transitional Care Program. Her other recent responsibilities include leading the care and case management functional area and remote telemonitoring projects and studies.

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.

William B. Weeks, MD, is Professor and Course Director at The Dartmouth Institute for Health Policy and Clinical Practice and Medical Director at TDI's Office of Professional Education and Outreach. He has published over 150 manuscripts examining economic and business aspects of health care services utilization and delivery, physicians' return on educational investment, patient safety, and quality improvement. He received his MD from the University of Texas Medical Branch at Galveston and his MBA from Columbia University.

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.

Lara C. Weinstein, MD, Assistant Professor and Primary Care Research Fellow, Department of Family and Community Medicine, Thomas Jefferson University, works in partnership with two nationally recognized non-profits dedicated to ending homelessness, Project HOME and Pathways to Housing, to develop innovative, integrated, and person-centered health care services for their clients. Her community-based
participatory research focuses on improving chronic illness care systems and health outcomes for people with experiences of psychiatric disability and histories of chronic homelessness.

Jed Weissberg, MD, Senior Vice President, Quality and Care Delivery Excellence, Kaiser Permanente, partners with physician groups, hospitals, and health plan leaders at Kaiser Permanente to oversee the quality agenda. He leads the quality, service, and clinical systems support functions and he continues a clinical practice several days a month. He previously served as Associate Executive Director for Quality and Performance Improvement and physician-in-chief of the Fremont Medical Center. Dr. Weissberg is active in the emerging technology subcommittee and leadership council of AHIP.

David E. Weissman, MD, Professor Emeritus and Founder, Medical College of Wisconsin Palliative Care Center, directs the Medical School Palliative Care Education Project and serves as a consultant to the Center to Advance Palliative Care. He also runs a consulting practice, Palliative Care Education, LLC, and serves as Director of the End-of-Life Palliative Education Resource Center. Dr. Weissman was the founding editor of the Journal of Palliative Medicine.

Janine Wentworth, RN, MN, Administrative Director, Patient Care Services, Virginia Mason Medical Center, has 30 years of experience in different health care settings. She has received extensive training in the Toyota Production System (TPS) methodology, including study missions in Japan, and she maintains Certification in the Virginia Mason Production System (VMPS) and has completed a one-year fellowship to further study and apply the principles of VMPS at Virginia Mason. Ms. Wentworth has consulted internationally on the application of TPS principles and methods 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, including a focus on reducing the burden of work for the health care workforce, enhancing work environments, and designing efficient care delivery processes.

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.

Alan Whippy, MD, Medical Director for Quality and Safety, The Permanente Medical Group, helps develop the strategy and infrastructure required for a successful region-wide ambulatory and inpatient quality and patient safety program. He is an emergency physician and internist by background and training.

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.

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.

Chris Wittkopp, Director of Quality Outcomes and Public Reporting, University of Kansas Hospital, has served as the hospital's project manager for the development of a clinical surveillance tool and was instrumental in implementing the Clinical Documentation Program at hospital. She has worked in the health care field for the last 35 years and has several years of experience in medical record management, with expertise in coding and documentation, as well as 15 years in utilization management with extensive knowledge of Milliman Care guidelines and InterQual criteria.

Paul Worstell, MBA, Retired President, PRO-TEC Coating Company, spent 26 years with US Steel's operations in the Pittsburgh region. He joined US Steel as a management trainee at a slab mill and later held many management positions at US Steel Mon Valley Works, including Plant Manager of both Edgar Thompson Works and Irvin Works. Later he served as General Manager and then President of PRO-TEC Coating Company, a joint venture partnership of US Steel and Kobe Steel, Ltd. of Japan. Mr. Worstell serves on the Board of Trustees of The Ohio
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.

Christi Dining Zuber, RN, BSN, MHA, Director, Innovation Consultancy, Kaiser Permanente, is a nurse with a passion for design. The Innovation Consultancy in which she works develops human-centered designs that positively impact the experience of Kaiser patients and the clinicians who care for them. In her innovation and design work, Ms. Zuber has partnered with IDEO to learn and implement a human-centered design methodology at Kaiser Permanente. Her team has spent thousands of hours shadowing, conducting ethnographic observations in clinics, hospitals and patient’s homes, and field testing ideas in the front lines of health care.

Thomas N. Zweng, MD, Senior Vice President for Medical Affairs, Presbyterian Healthcare/Novant Health, is board certified by the American Board of Surgery and a fellow of the American College of Surgeons. Previously, he was an Assistant Professor of Surgery at the University of Kentucky in Lexington and he developed the laparoscopic program for the medical center, performing the first laparoscopic procedures for gallbladder removal, Nissen fundoplication, and inguinal hernia repair. He also served as Chief of Surgery for the Presbyterian Hospitals for two years. Dr. Zweng is a member of several medical societies, including the Southeastern Surgical Congress, the Coller Surgical Society, the Society for Surgery of the Alimentary Tract, the American Medical Association, and others.