



Faculty Biographies

24th Annual National Forum on Quality Improvement in Health Care

Orlando , Florida

Sun, Dec 9 - Wed, Dec 12

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.

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

Donna Allen, MA, RN, has worked in health care in the Northwest Territories for over 30 years, much of that time in health leadership. She has worked in a variety of settings, including acute care, home care, rehabilitation, and workers' compensation, and she is currently employed by the Ministry of Health, where she participates in the Chronic Disease Prevention and Management Project, which provides great opportunities to undertake systemwide change management initiatives from an evidence-based perspective. Knowing that the results of this work will have a significant and lasting impact on the people of the Northwest Territories, Ms. Allen is excited about discovering more opportunities to integrate primary prevention into the project's strategy.

Michelle M. Alletto, MPA, Deputy Director for the Louisiana Birth Outcomes Initiative (BOI), has a decade of experience working on women's health issues and is pleased to now be working toward the Louisiana Department of Health and Hospitals' goal of improving birth outcomes in the state of Louisiana. She came to BOI from Washington, DC, where she was Assistant Director for Public Policy at the Association of Maternal and Child Health Programs (AMCHP). At AMCHP, she provided policy analysis and technical assistance to state public health leaders and federal agencies working on women's and infant health issues. Prior to her work at AMCHP, Ms. Alletto worked as a health care analyst for the US Government Accountability Office.

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

Dora Anim, MPA, Assistant Vice President, Greater Cincinnati Health Council

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.

Julie Bailey, founder of Cure the NHS, a group of patients, patients' relatives, and community members who campaign to improve patient safety and care within the National Health Service and have been instrumental in raising concerns about some UK hospitals. The group's efforts led to an investigation of the NHS by the Health Care Commission, which found that between 400 and 1,200 people had lost their lives unnecessarily at Mid Staffs Hospital, the facility that first raised the group's concerns. The members of Cure the NHS now await the outcome of further investigations.

Neil Baker, MD, Principal, Neil Baker Coaching and Consulting LLC, serves organizational leaders and change agents as a coach and consultant. He helps them sustain resilience and effectiveness in response to difficult interpersonal, team, and organizational issues that interfere with change. His experience includes management, senior leadership, and quality improvement consultation and he has a background in psychiatry. Dr. Baker has worked for clients in a wide variety of health care organizations in the US and Canada and he has served for seven years with the Institute for Healthcare Improvement as faculty and Improvement Advisor on multiple initiatives. Prior to his current work, he was Medical Director for Clinical Improvement and Education at Group Health Cooperative in Seattle, and he was an Associate Professor of Psychiatry at the University of Colorado Health Sciences Center in Denver.

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

Barbara Balik, RN, EdD, Principal, Common Fire Healthcare Consulting, is also Senior Faculty at the Institute of Healthcare Improvement. Her areas of expertise include leadership and systems for a culture of quality and safety, including patient- and family-centered care, patient experience, systems to improve transitions in care, and transforming care prior to or with optimization of an electronic health record implementation. She works with leaders to develop adaptive systems to excel and innovate in complex organizations, and to ensure sustained improvement and innovation every day. Ms. Balik's publications include the book, *The Heart of Leadership*, and the IHI white paper on "Achieving an Exceptional Patient and Family Experience of Inpatient Hospital Care," among others. Previously, she served in senior leadership roles at Allina Hospitals and Clinics, United Hospital, and Minneapolis Children's Medical Center.

Britt-Mari Banck, RN, is a registered nurse and serves as Deputy Chief Nurse at the Self-Dialysis Unit at Ryhov County Hospital in Jonkoping, Sweden. For over 20 years, she has brought a visionary and problem-solving approach to her work with dialysis patients in both national and international facilities.

Richard A. Bankowitz, MD, MBA, FACP, Chief Medical Officer, Premier, Inc., works at an enterprise level to engage physicians, provide thought leadership, and ensure that Premier continues to deliver value to its clinician constituency. Previously he served as Vice President and Medical Director for Premier Healthcare Informatics. A board-certified internist and a medical informaticist, Dr. Bankowitz has devoted his career to improving health care quality at the national level by promoting rigorous, data-driven approaches to quality improvement and by engaging



senior clinicians and health care leaders. His previous professional experience includes Assistant Professor of Medicine and Medical Informatics at University of Pittsburgh School of Medicine, Medical Director at CareScience, and Corporate Information Architect at University HealthSystem Consortium.

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

Joshua Bardfield, MPH, has over a decade of experience in public health communications, knowledge management, and research and technical writing, with a focus on reproductive health and HIV/AIDS. He currently administers communications and knowledge management strategies for HEALTHQUAL, a global HIV/AIDS quality management program at the New York State Department of Health's AIDS Institute, working in 13 PEPFAR (President's Emergency Plan for AIDS Relief) focus countries to build sustainable cross-country peer exchange. Mr. Bardfield manages HIVQUAL-US participation in the American Board of Medical Specialties MOC Program and spearheads content development and administration of the HEALTHQUAL and HIVQUAL websites. His publications include several academic papers on women's health.

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

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

Annette J. Bartley RGN, BA (Hon) MSc, MPH, Programme Director, The Health Foundation's Safer Patient Network, UK, is a registered nurse with over 30 years of health care experience. In 2006 she was awarded a one-year Health Foundation Quality Improvement Fellowship at the Institute for Healthcare Improvement, during which time she also completed an MPH at Harvard University. Ms. Bartley was faculty lead for the Welsh pilot of Transforming Care at the Bedside (TCAB) and now advises the Welsh Assembly Government as TCAB spreads across Wales. She is a founding member of the Welsh Faculty for Healthcare Improvement and serves as faculty for the IHI TCAB Collaborative, the Wales 1,000 Lives plus Transforming Care programme, the South West Quality and Patient Safety Improvement programme, the National Tissue Viability pressure ulcer prevention pilot programme for Quality Improvement Scotland, and the Kings Fund hospital pathways programme.



Dr. Holly Batal, Director of General Internal Medicine, Denver Health

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

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

Douglas Bechard, MD, is Vice President of Clinical Effectiveness and Chief Quality and Patient Safety Officer for Adventist Health System. He is responsible for CPOE (computerized physician order entry) content development, the Corporate Technology Assessment Committee, corporate infection control initiatives, and corporate medical staff office coordination. He has held many senior clinical leadership roles, including Senior Vice President of Clinical Effectiveness and Chief Medical Officer for Meridian Health, Vice President of Clinical Effectiveness for Jersey Shore University Medical Center, Chief Medical Officer for the Mountain States Health Alliance, President/CEO for the Galen Medical Group, and Associate Professor of Medicine at the University of Tennessee College of Medicine. Dr. Bechard is a Fellow of the American College of Physicians and a member of the American College of Physician Executives.

Deborah Bell-Polson, MSN, RNC, is a perinatal nurse with 22 years of experience and is currently Clinical Nurse Manager for Maternity, Labor, and Delivery at Lawrence General Hospital. Previously, Ms. Bell-Polson worked as a clinical nurse manager at Eliot Health System, where she led a multidisciplinary team that achieved great success in the IHI Perinatal Community. Her team had proven results in changing the quality and safety culture and achieved 95 percent compliance on the elective induction and augmentation bundles as well as the vacuum bundle. Ms. Bell-Polson is a member of a regional quality and safety network guidelines team that is working to set regional standards for care in northern New England. She also serves on a statewide committee that reviews cases of sudden unexplained infant deaths and works to prevent such deaths in the future.

Anne Marie Benedicto, as Chief of Staff and Executive Vice President of Support Operations for The Joint Commission, provides oversight and direction for human resources, information technology, office services, and board and committee activities. She leads The Joint Commission's operations team and coordinates common functions between The Joint Commission and Joint Commission Resources (JCR) and the Center for Transforming Healthcare, its not-for-profit affiliates. As Vice President for Operations for the Center for Transforming Healthcare, she is responsible for its development and implementation of strategies to improve patient safety and quality of care. Ms. Benedicto leads The Joint Commission's Robust Process Improvement (RPI) initiative, a unique blend of Lean Six Sigma and change management principles designed to achieve consistent excellence by improving internal processes, services, and products and addressing critical breakdowns in patient safety and health care quality. Ms. Benedicto has worked as the administrator for both the Office for Excellence in Patient Care at Mount Sinai Medical Center and the Mount Sinai School of Medicine Department of Health Policy, and she held finance-related positions at the New York City



Health and Hospitals Corporation, including Reimbursement Director for Bellevue Hospital Center.

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.

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

Donald M. Berwick, MD, MPP, FRCP, is the former President and CEO of the Institute for Healthcare Improvement, an organization that he co-founded and led for over 20 years. In July 2010, President Obama appointed Dr. Berwick to the position of Administrator of the Centers for Medicare & Medicaid Services, a position he held until December 2011. A pediatrician by background, Dr. Berwick has served on the faculty of the Harvard Medical School and Harvard School of Public Health, and on the staffs of Boston's Children's Hospital Medical Center, Massachusetts General Hospital, and the Brigham and Women's Hospital. He has also served as Vice Chair of the US Preventive Services Task Force, the first "Independent Member" of the American Hospital Association Board of Trustees, and Chair of the National Advisory Council of the Agency for Healthcare Research and Quality. He served two terms on the Institute of Medicine's (IOM's) governing Council, was a member of the IOM's Global Health Board, and served on President Clinton's Advisory Commission on Consumer Protection and Quality in the Healthcare Industry. Recognized as a leading authority on health care quality and improvement, Dr. Berwick has received numerous awards for his contributions. In 2005, he was appointed "Honorary Knight Commander of the British Empire" by the Queen of England in recognition of his work with the British National Health Service. Dr. Berwick is the author or co-author of over 150 scientific articles and four books. He is a Senior Fellow at the Center for American Progress.

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

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

Maureen Bisognano, President and CEO, Institute for Healthcare Improvement (IHI), previously served as IHI's Executive Vice President and COO for 15 years. She is a prominent authority on improving health care systems, whose expertise has been recognized by her elected membership to the Institute of Medicine and by her appointment to the Commonwealth Fund's Commission on a High Performance Health System, among other distinctions. Ms. Bisognano advises health care leaders around the world, is a frequent speaker at major health care conferences on



quality improvement, and is a tireless advocate for change. She is also an Instructor of Medicine at Harvard Medical School, a Research Associate in the Brigham and Women's Hospital Division of Social Medicine and Health Inequalities, and serves on the boards of The Commonwealth Fund, ThedaCare Center for Healthcare Value, and Mayo Clinic Health System-au Claire. Prior to joining IHI, she served as CEO of the Massachusetts Respiratory Hospital and Senior Vice President of The Juran Institute.

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.

Carol Boston-Fleischhauer, RN, MS, JD, is the Managing Director and national spokesperson for the Advisory Board Company, a research and technology firm serving health care organizations and systems around the world. Ms. Boston-Fleischhauer has over 35 years of progressive health care experience in clinical practice, operations design, leadership, consultation, and education in health care organizations and systems and has advanced training in quality improvement. Ms. Boston-Fleischhauer holds an associate faculty appointment at the University of Washington.

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

Craig Brammer, member of the Senior Leadership Team at the Office of the National Coordinator (ONC) for Health Information Technology and serves as Director of the Beacon Community Program. Beacon represents ONC's innovation portfolio for demonstrating the role of health information technology (IT) in accelerating gains in health care quality, efficiency, and population health. This \$260 million program includes 17 diverse communities across the US where clinicians, hospitals, and other partners are testing novel technologies and leveraging health IT to drive improvement. Mr. Brammer is also an Assistant Professor at the University of Cincinnati Academic Health Center, where his work prior to joining ONC involved research and instruction on management, performance measurement, payment innovation, and information technology.

Richard Brilli, MD, is Professor of Pediatrics and Critical Care Medicine at Ohio State University and has been Chief Medical Officer at Nationwide Children's Hospital since 2008. His current responsibilities include graduate medical education (GME) and driving organizational change toward high-reliability care delivery, preventable harm elimination, disease-related transformative outcomes, and efficient access and throughput for patients. Dr. Brilli's publications have focused on demonstrating improved outcomes and harm reduction, including a 2010 Journal of Pediatrics article that was the first to describe a pediatric preventable harm index as a measure of patient safety. He is a steering team member for the Ohio Children's Hospital Solutions for Patient Safety state and national networks and co-chairs the Children's Hospital Association PICU collaborative on the elimination of central line-associated bloodstream infections (BSIs).

Jane Brock, MD, MSPH, is Chief Medical Officer for the Colorado Foundation for Medical Care (CFMC), the Medicare Quality Improvement Organization (QIO) for Colorado. She also leads the Transitions of Care and the Variation Analysis by Location and Understanding Efficiency (VALUE) pilot projects funded by the Centers for Medicare and



Medicaid Services. Dr. Brock spent 18 years as a general practice physician in the Urgent Care Department at the Boulder Medical Center and continues to provide occupational medical services in the medical department of a Lexmark printer manufacturing facility. Dr. Brock's work is focused on applying principles of occupational medicine to physician work in outpatient settings, developing cross-setting standard operating procedures to implement coordination of care best practices, and using quality improvement techniques to reduce harmful over-utilization of medical services.

Bonnie Brossart, MA, CEO, Health Quality Council of Saskatchewan, Canada, trained as a health economist and spent her first decade as a health services researcher with the Health Services Utilization and Research Commission of Saskatchewan, a large tertiary hospital in Calgary, and the Saskatchewan Ministry of Health. Prior to becoming CEO in 2007, she served as Deputy CEO for over three years and co-led the Saskatchewan Chronic Disease Management Collaborative, one of the province's largest quality improvement initiatives ever undertaken.

Jane Brock, MD, MSPH, is Chief Medical Officer for the Colorado Foundation for Medical Care (CFMC), the Medicare Quality Improvement Organization (QIO) for Colorado. She also leads the Transitions of Care and the Variation Analysis by Location and Understanding Efficiency (VALUE) pilot projects funded by the Centers for Medicare and Medicaid Services. Dr. Brock spent 18 years as a general practice physician in the Urgent Care Department at the Boulder Medical Center and continues to provide occupational medical services in the medical department of a Lexmark printer manufacturing facility. Dr. Brock's work is focused on applying principles of occupational medicine to physician work in outpatient settings, developing cross-setting standard operating procedures to implement coordination of care best practices, and using quality improvement techniques to reduce harmful over-utilization of medical services.

John Bulger, DO, Chief Quality Officer, Geisinger Health System

Esther Burlingame, MHA, is Senior Director for Service Strategy and Performance for National Service Quality at Kaiser Permanente. In this role, she combines her passion for service, analytics, process improvement, and patient- and family-centered care. Ms. Burlingame has more than 25 years of health care experience, with a strong background in health care operations, consulting, process improvement, and analytics. She also serves in an ongoing capacity as a Captain in the US Navy Reserve Medical Service Corps and has completed a postgraduate executive leadership course at Northwestern University's Kellogg School of Management.

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.

Brian J. Cammarata, MD, is a board-certified anesthesiologist with subspecialty training in cardiovascular and pain management. He is a Clinical Assistant Professor of Anesthesiology in the University of Arizona's Department of Anesthesiology. As a partner with Old Pueblo Anesthesia (OPA), his roles include Director of Quality Assurance. Dr. Cammarata is the Chairman of Anesthesiology and Chief Medical Information Officer at Tucson Medical Center. He is the immediate past president of the Arizona Society of Anesthesiologists and serves as a delegate to the American Society of Anesthesiologists (ASA). Dr. Cammarata's ASA committee participation has focused on professional liability, patient safety and education, and surgical anesthesia.

Deborah Cannon became President and CEO of the Houston Zoo in 2005 following a 30-year career in banking. She gained consumer, commercial, corporate, and international financial services expertise in a wide range of assignments, from directing banking operations in Brazil, the Midwest, the Southwest, and Texas to overseeing a number of subsidiary banks. Active in the Houston community, Ms. Cannon serves on a number of boards, including the Boards of Directors of the Greater Houston Partnership, Physicians Referral Services, and the Memorial Hermann



Healthcare System, where she also chairs the Memorial Hermann Hospital System board.

Denise M. Cardo, MD, is Director of the Division of Healthcare Quality Promotion (DHQP) at the National Center for Emerging and Zoonotic Infectious Diseases of the Centers for Disease Control and Prevention (CDC). Dr. Cardo joined CDC in 1993 as a medical epidemiologist in the Hospital Infections Program (the precursor to DHQP). Previously, she held a position as an Associate Professor of Infectious Diseases at Brazil's Escola Paulista de Medicina and spent a sabbatical year at the Hospital Epidemiology Program of the University of Tennessee. Dr. Cardo has focused on health care epidemiology and hospital infections since 1984 and is internationally recognized as an expert and leader in these areas. Her interests include patient safety, occupational health, prevention of health care-associated infections, and antimicrobial resistance. Dr. Carbo has written both research and reviewed papers, including book chapters, and received several awards for her work.

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.

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

Roger Chaufournier, MHSA, Chief Executive Officer, CSI Solutions, LLC, has extensive international experience in organizational and health system improvement, hospital management, group practice administration, and managed care. Prior to founding CSI, a company dedicated to the spread of innovation as a strategy for organizational success, he served for six years as Chairman of the Board and CEO of Patient Infosystems. Mr. Chaufournier spent 12 years in progressive senior leadership positions in hospital administration at the George Washington University Hospital and University, three years as the Assistant Dean for Strategic Clinical Initiatives for the Johns Hopkins University School of Medicine, and three years as COO for a national health plan. He was a Malcolm Baldrige National Quality Award Examiner for three years. Mr. Chaufournier is a frequent lecturer and keynote speaker, and he continues to serve on the faculties of the Johns Hopkins School of Public Health and the Institute for Healthcare Improvement.

Peter H. Cherouny, MD, Professor of Obstetrics and Gynecology, University of Vermont College of Medicine, has strong clinical interests in obstetric health care quality improvement and is currently serving as Chair of the Institute for Healthcare Improvement's Perinatal Improvement Community. He was also the lead author of the IHI white paper, "Idealized Design of Perinatal Care." He has been Chair of Quality Assurance and Improvement and Credentialing for the Women's Health Care Service of Fletcher Allen Healthcare for the last 15 years. His recent research and work in obstetric quality improvement is as Chair of the March of Dimes collaborative, "Improving Prenatal Care in Vermont," and as co-investigator of the MedTeams project.

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.

Craig L. Clapper, PE, CQM, Chief Operating Officer, Healthcare Performance Improvement, is formerly the COO of Performance Improvement International. He has 20 years of experience in nuclear power, transportation,



manufacturing, and health care. Mr. Clapper specializes in improving human performance in complex systems. He is a registered professional engineer in the State of Arizona, has a master's degree in Business Administration, and is a Certified Quality Manager by the American Society for Quality.

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.

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

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

William A. Conway, MD, a pulmonary and critical care physician, is Senior Vice President and Chief Quality Officer for Henry Ford Health System and Chief Medical Officer at Henry Ford Hospital, where processes that he developed have markedly improved outcomes and reduced hospital-acquired infections. A nationally recognized expert in group practices, Dr. Conway is Chair of the American Medical Group Foundation, previously served as President of the American Medical Group Association, and co-founded and served as first chair of the Group Practice Improvement Network. He is a member of the MHA Patient Safety Organization Board of Directors and the Council of Accountable Physician Practices workgroup and serves on Hartford HealthCare's Board of Directors, chairing its Quality and Safety Committee Board. Dr. Conway has earned several awards for his work and leadership in surgical infection prevention, patient safety, and quality improvement. He is a philanthropic leader for Henry Ford Hospital's "Men Who Cook" event in support of the hospital's Patient Medical Needs Fund, and he chairs "Club 50," the physician capital campaign. As Executive Producer for Minds of Medicine, a television TV show highlighting the medical advances of Henry Ford's physicians, he has accepted multiple Michigan Emmy Awards for best informational series or program. In addition to his extensive publications, Dr. Conway has received grants for six major research projects.

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.

Lord 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.

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

Jennifer Daley, MD, is a nationally recognized physician executive with expertise in patient safety, quality, service excellence, and operational improvement. Her substantial contributions to clinical work redesign, leading to quantifiable and sustainable improvements in patient outcomes and reduced costs, have made Dr. Daley a highly regarded leader in the health care industry. Her innovations have been implemented nationally in both government and private delivery systems, and her collaborations have yielded substantial changes in clinical practice, even among highly heterogeneous medical and clinical staffs. In 2007, Dr. Daley received the US Naval Academy-Harvard Business Review Ethical Leadership Award.

Norman E. Dascher Jr., FACHE, is Chief Executive Officer of Acute Care-Troy and Vice President of St. Peter's Health Partners. Previously, he served at Northeast Health as Chief Executive Officer of the Patient Care Division and as Executive Vice President; at Samaritan Hospital as Chief Operating Officer; and at Ellis Hospital as Vice President of Professional Services and Human Resources. He is a Fellow in the American College of Healthcare Executives, Vice Chair of the Iroquois Healthcare Association, and a board member of the Hospital Association of New York State and the Troy Redevelopment Foundation. Mr. Dascher has chaired the Business Services Corporation of the Albany-Colonie Regional Chamber of Commerce and served on the boards of the American Cancer Society and American Heart Association, as Vice Chairman of the Board of Directors of Yankee Alliance, and as a member of the New York State Radiology Technology Board. In 2007 Mr. Dascher was presented with the American College of Healthcare Executives Regent's Award: Senior Level Healthcare Executive Award.

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



Medical Education."

Louise Davies, MD, MS, is a researcher and surgeon with Dartmouth Medical School and the Dartmouth Institute for Health Policy and Clinical Practice. She splits her time between research/training and patient care for veterans with head and neck cancer or general otolaryngology problems. Prior to entering medicine, Dr. Davies was a physical therapist, working primarily with patients who had spinal cord injuries, burns, brain injuries, and amputations in an inpatient rehabilitation setting. Dr. Davies has expertise in qualitative and quantitative research methods, and her overarching interest is in promoting high-quality mixed-methods approaches to both health services research and quality improvement work. Her research focuses on improving treatment decision-making, particularly for thyroid and head and neck cancer. Her quality improvement work focuses on processes of care in the operating room, and she has recently been involved in updating the SQUIRE guidelines for the publication of quality improvement work.

Michael L. Davies, MD, was appointed Chief of Staff at the Fort Meade, South Dakota VA Medical Center in 1993. A University of South Dakota graduate, Dr. Davies initially joined Fort Meade as a staff physician and Assistant Professor in Internal Medicine. He has been heavily involved in teaching and research, and progressively moved to areas of increasing administrative responsibility. He currently serves as Chief of Staff for the integrated VA Black Hills Health Care System facilities.

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

Jana Deen, RN, BSN, JD, a 2011-2012 George W. Merck Fellow at the Institute for Healthcare Improvement, is a Vice President at Catholic Health Partners (CHP) and Patient Safety Officer in CHP's Center for Patient Safety and Clinical Transformation. As a CHP regional vice president and associate counsel, Ms. Deen has been recognized for achieving results that raised patient safety awareness, reduced claims and costs, and, more importantly, reduced harm and improved care across the region. She is committed to moving beyond traditional risk management and litigation approaches to patient safety to achieve respectful management of serious clinical adverse events that provide comprehensive, compassionate outcomes to those harmed by care. She leads CHP's efforts to create and sustain a culture of patient safety through strategy and tools such as leadership engagement, teamwork/TeamSTEPPS, patient safety WalkRounds, and the Agency for Healthcare Research and Quality (AHRQ) survey on patient safety culture.

Pedro Delgado, MSc, Executive Director, Institute for Healthcare Improvement (IHI), works with large-scale health system improvement efforts and networks globally, and leads IHI's portfolio of work in Latin America. Before joining IHI, he worked for the UK National Health Service in hospital management and also led pioneering large-scale improvement efforts in Northern Ireland. This involved working with partners (providers, policy makers, patient representatives, commissioners, and regulators) to design, develop, and deliver a comprehensive country-wide program of safety and quality improvement work. His background is rich in diversity, including high-performance sport (soccer) in his native Venezuela, the US, and the UK. Mr. Delgado's experience also includes working in the mental health field. He holds summa cum laude degrees in Psychology and in Global Business, and an MSc in Healthcare Management and Leadership.

Janet DesGeorges, who has a daughter who is hard of hearing, co-founded Hands and Voices, a parent-driven network of families, professionals, support resources, and service providers working on behalf of the deaf or hard of



hearing, and she now serves as its Executive Director. Ms. DesGeorges has presented to groups around the world about the experiences of families with a child who is deaf or has hearing loss. She is the author of the chapter on "Family Support and Cultural Competence" in the 2012 edition of the Early Hearing Detection and Intervention (EHDI) E-Book, published by the National Center for Hearing Assessment and Management (NCHAM), and has also written or contributed to many other publications. Among other appointments, she serves on the national faculty for the National Institute for Children's Health Quality (NICHQ) EHDI Learning Collaborative and co-chairs the CDC Parent-to-Parent Committee.

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

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

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

Thomas Diller, MD, MMM, is the Vice President of Quality and Patient Safety for the Greenville Hospital System (GHS). He also holds the position of Executive Director of the Institute for the Advancement of Healthcare (IAHC), a research partnership between GHS, Clemson University, and the University of South Carolina. Dr. Diller is a board-certified internist and holds additional certifications as a Certified Physician Executive, a Certification in Medical Quality, and a Lean Six Sigma Green Belt. His research interests are in high-reliability organizations, the application of Lean Six Sigma in health care, and the improvement of hand hygiene compliance.

William A. Conway, MD, a pulmonary and critical care physician, is Senior Vice President and Chief Quality Officer for Henry Ford Health System and Chief Medical Officer at Henry Ford Hospital, where processes that he developed have markedly improved outcomes and reduced hospital-acquired infections. A nationally recognized expert in group practices, Dr. Conway is Chair of the American Medical Group Foundation, previously served as President of the American Medical Group Association, and co-founded and served as first chair of the Group Practice Improvement Network. He is a member of the MHA Patient Safety Organization Board of Directors and the Council of Accountable Physician Practices workgroup and serves on Hartford HealthCare's Board of Directors, chairing its Quality and Safety Committee Board. Dr. Conway has earned several awards for his work and leadership in surgical infection prevention, patient safety, and quality improvement. He is a philanthropic leader for Henry Ford Hospital's "Men Who Cook" event



in support of the hospital's Patient Medical Needs Fund, and he chairs "Club 50," the physician capital campaign. As Executive Producer for *Minds of Medicine*, a television TV show highlighting the medical advances of Henry Ford's physicians, he has accepted multiple Michigan Emmy Awards for best informational series or program. In addition to his extensive publications, Dr. Conway has received grants for six major research projects.

Mary Dixon-Woods, BA, DipStat, MSc, DPhil, is Professor of Medical Sociology at the University of Leicester, where she leads the Social Science Applied to Healthcare Improve Research (SAPPHIRE) Group. Her research interests include quality and safety in health care, regulation and bioethics, and methods for synthesizing diverse forms of evidence. Her work combines theoretical sophistication with practical application, and she is especially interested in developing approaches to evaluation and improvement science that optimize the portability and transferability of ideas and programs across different contexts. Recently, Dr. Dixon-Woods held a fellowship under the Economic and Social Research Council's Public Services Research Programme to study the regulation of doctors and was a Distinguished Visiting Fellow at Queen Mary, University of London, to examine the regulation of medical research. A member of the Health Foundation's Improvement Science Development Group, the Wellcome Trust's Biomedical Ethics Committee, and the National Institute for Health Research (NIHR) Health Services Research Board, she previously served on the Methodology Panel of the Medical Research Council (MRC). Dr. Dixon-Woods is a deputy editor of *BMJ Quality and Safety* and *Chronic Illness* and an academician of the Academy of Social Sciences.

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

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.

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

Tom Downes, MBBS, MRCP, MBA, MPH, is a Consultant Geriatrician in the National Health Service of the United Kingdom. Following a year with the Institute for Healthcare Improvement (IHI) as a Health Foundation Quality Improvement Fellow, he returned to Sheffield Teaching Hospitals in the role of Clinical Lead for Quality Improvement. His areas of expertise include developing the capability for continuous improvement of quality and safety; engineering



stability into and chaos out of complex systems to achieve and sustain exceptional performance and gain competitive advantage; serving as both a clinical and nonclinical leader for improvement; and translating improvement science to achieve clinician engagement.

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

Sharon Dunning, MBA, RN, serves as Risk Manager for the Greenville Hospital System University Medical Group, with responsibility for managing a clinical risk management and patient safety program for this self-insured integrated health system. She has over 30 years of experience in the health care industry and has worked primarily in risk management, risk identification and analysis, claims administration, and risk financing. Since beginning her career as a nurse in cardiovascular intensive-care units and trauma ICUs, Ms. Dunning has led several organizations in advancing risk management and patient safety through the integration of risk identification data. She is a frequent speaker on risk, just culture, and patient safety topics.

Tammy Dye, RN, MSN, has been Vice President of Clinical Services and Chief Quality Officer at Schneck Medical Center since 2004. In this role, her primary responsibilities are building and supporting a "patient first" culture that maintains clinical excellence; developing an infrastructure for managing clinical quality and cost improvement; and implementing a measurement system to ensure that patient and operational outcomes are consistently measured against national norms (such as public reporting and pay for performance). After starting her nursing career as a certified nursing assistant over 25 years ago, Ms. Dye first took a position at Schneck in 1998 as Director of Women and Children's Services. She is a National Baldrige Examiner and the Executive Leader and Process Owner for the Malcolm Baldrige National Quality Award at Schneck Medical Center.

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

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

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

Kurtis S. Elward, MD, MPH, Medical Director, Quality Initiatives, Medical Society of Virginia Foundation



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.

Merrily Evdokimoff, RN, PhD(c), is conducting doctoral research into improving care transitions for recently hospitalized patients who receive home care. She has over 30 years of experience in home health care, including positions as a case manager, a chief operating officer, and an administrator, and most recently she was the Administrator at Acton Public Health Nursing. In addition, she has provided consultation services to home care agencies and insurance companies in clinical, fiscal, and quality improvement. Ms. Evdokimoff has served on the faculty of the Nursing Department at Fitchburg State University and is currently on the faculty at Institute for Healthcare Improvement (IHI).

Marjan Faber, PhD, a health scientist, leads the patient empowerment research at IQ-Healthcare, Radboud University Nijmegen Medical Centre (RUNMC). Her main interest is in understanding how patients can meaningfully contribute to their own care process, with the goal of developing interventions that effectively improve care and clinical outcomes by altering patients' role. The research at IQ-Healthcare covers implementation in clinical practice of patient-focused interventions of proven effectiveness. Dr. Faber participates in various approaches to empowering patients, such as increasing provider choice after referral, translating patient experiences, working on national policy, empowering patients through e-health methods, motivating patients by means of shared decision-making, and enhancing the role of patients in hospital safety.

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

Derek Feeley is Acting Director General for Health and Social Care in the Scottish Government, and Chief Executive of the National Health Service (NHS) in Scotland. He is a career civil servant with a varied background in policy analysis. Previously, he was Principal Private Secretary to Scotland's First Minister, and he later worked on developing a framework for service redesign in the NHS in Scotland. He was a 2005-2006 Harkness/Health Foundation Fellow in Health Care Policy and spent a year in the US working with Kaiser Permanente and the Veteran's Health Administration. Mr. Feeley was appointed as Director of Health Care Policy and Strategy on his return to Scotland. In that role, he was responsible for advising the Scottish Government on all health care quality issues, including patient safety, health care information technology, child and maternal health, and health care strategic planning.

Katherine Fenton, RN, RM, MA, is Chief Nurse at University College London Hospitals (UCLH) and has a special interest in enhancing the professions' contribution to improving care pathways. Her nursing and midwifery career spans 30 years and has included posts at several hospitals, including Director of Nursing and Patient Services at Southampton University Hospitals NHS Trust and at Barts and the London NHS Trust; and Director of Clinical



Standards and Workforce and Chief Nurse at South Central Strategic Health Authority. With her extensive expertise in improving patient safety and service improvement methodology, she led the development of both the Safer Care Tool, which is based on the acuity and dependency of patients, and the national program High-Impact Actions for Nursing and Midwifery, a means by which nurses can lead the way in reducing costs and improving quality. Ms. Fenton is a co-founder and developer of the national Energise for Excellence Program and was one of the key initiators of the Safety Express Program. She is a Visiting Professor at London City and London Southbank Universities and sits on the boards of a number of national groups.

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.

Scott A. Flanders, MD, a Professor in the Division of General Internal Medicine at the University of Michigan, also serves as Associate Division Chief of General Medicine for Inpatient Programs, Associate Director of Inpatient Programs for the Department of Internal Medicine, and Director of the university's Hospitalist Program. Dr. Flanders was a founding member of the Board of Directors of the Society of Hospital Medicine (SHM) and has served as President of SHM and Editor of *The Hospitalist*. He has also been Associate Editor of AHRQ's webM&M, an online journal of patient safety, and Deputy Editor for the *Journal of Hospital Medicine*. Dr. Flanders served as Principal Investigator (PI) on a Blue Cross Blue Shield of Michigan Foundation grant to support the creation of the multi-hospital HELPS Consortium to disseminate and implement best practices in patient safety, and also as PI for the University of Michigan's innovative Specialist Hospitalist Allied Research Program (SHARP). He has helped develop and lead two statewide, hospitalist-focused quality collaboratives—the Hospital Medicine Safety (HMS) consortium and the Michigan Transition of Care Collaborative (MTC-2)—in addition to writing over 50 peer-reviewed articles and book chapters and editing two textbooks and a book series.

Dan Florizone is Deputy Minister of Health, and has participated in many national and international initiatives, committees, and projects and currently serves as Chairperson of the Saskatchewan Health Quality Council and as a member of the board of the Canadian Patient Safety Institute and the Mental Health Commission of Canada. In his extensive experience across Saskatchewan, Mr. Florizone has held senior positions in the province's health sector, including CEO of the Five Hills Health Region, Assistant Deputy Minister in Saskatchewan Health, and CEO of the Moose Jaw–Thunder Creek Health District and the South-East Health District.

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

Allan S. Frankel, MD, is a Principal in Lotus Forum, Inc., a company dedicated to improving health care safety using evidence-based metrics and tools to enhance teamwork, facilitate improvement, and support and train health care leaders. He is on the faculty of the Institute for Healthcare Improvement (IHI), where he co-chaired many IHI Collaboratives and co-developed and teaches in the IHI Patient Safety Executive Development Program. Dr. Frankel is a lead faculty for IHI patient safety programs across the UK, including a five-year program to improve safety in all Scottish hospitals. He is on the Brigham and Women's Patient Safety Center of Excellence faculty. Dr. Frankel is



creator of Leadership Walkrounds and author of several books and articles on various safety topics. His research includes continued refinement of the Walkrounds tool to engage leaders in safety management, as well as team behavior techniques that create safe operations and care delivery. [Disclosure: I am a Principal in Lotus Forum, Inc., a company that develops and implements safety metrics. I will be discussing this topic in general and will reference many options about safety metrics, including those produced by Lotus Forum. I will disclose the commercial interests I have, and present a balanced view of the topic.]

Liz Frye, MD, MPH, Instructor of Clinical Psychiatry, Morehouse School of Medicine

Sharon Fusco, BSBA, MHR, Director of Business Results and Innovation, Council on Aging of Southwestern Ohio

Catherine Gaulton, LLB, LLM, is Vice President for Performance Excellence and General Counsel for the Capital District Health Authority, the largest integrated academic health district in Canada's Atlantic Provinces. She started her career as a nurse and later combined her legal and health careers. In addition to her private practice work, she has been Senior Solicitor for the Nova Scotia Department of Health, General Counsel for the Workers' Compensation Board of Nova Scotia, and Executive Director of the British Columbia Health Care Risk Management Society. A member of the Nova Scotia Barristers' Society and the Law Society of British Columbia, Ms. Gaulton is also Chair of the Canadian Bar Association Health Law Subsection for Nova Scotia, Vice Chair of the Board of Directors of the Nova Scotia Health Organizations Protective Association, and a member of the Quality and Patient Safety Advisory Committee for the Province of Nova Scotia and the Canadian Patient Safety Institute Board of Directors. At Dalhousie University, Ms. Gaulton is a mentor for the Health Law and Master's of Health Administration Programs, an instructor on the Faculty of Dentistry, and a lecturer on the Faculties of Health Professions and Law.

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

Michelle Giarrusso, RN, BSN, MS, MBA, is Director of Patient- and Family-Centered Care (PFCC) at the PFCC Innovation Center of the University of Pittsburgh Medical Center (UPMC), and in that role she is responsible for assisting in the planning, organization, and coordination of the Innovation Center's initiatives and projects. Ms. Giarrusso has over 15 years of nursing experience in direct patient care, including five years as Unit Director for Magee-Women's Hospital's Inpatient Bone and Joint Center, and she has also received additional training in professional leadership and business administration.

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



Ellen Goodman is founder of The Conversation Project, a collaboration with the Institute for Healthcare Improvement on a grassroots effort to encourage every person to have a conversation about their wishes for care at the end-of-life. Ms. Goodman is a Pulitzer Prize-winning columnist, author, speaker, and commentator who refuses to call herself a pundit. She has long been a chronicler of social change in America, especially the women's movement and its effects on our public and private lives. One of the first women to open up the op-ed pages to women's voices, she became, according to Media Watch, the most widely syndicated progressive columnist in the country. From her observation post, Ms. Goodman continues to work as a writer, speaker, and commentator. In addition to the Pulitzer Prize for Distinguished Commentary in 1980, she has been recognized by the American Society of Newspaper Editors, the Leadership Conference on Civil Rights, the National Women's Political Caucus, the Women's Research & Education Institute, and the National Society of Newspaper columnists.

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

Katherine Gottlieb, MBA, DPS (hc), has served as President and CEO of Southcentral Foundation (SCF) for 20 years. A customer-owned, customer-driven nonprofit health care system that provides health and related services to 60,000 Alaska Native and American Indian people in a geographical service area of over 100,000 square miles, SCF also jointly owns and operates the 150-bed Alaska Native Medical Center, supporting 140,000 people statewide. Dr. Gottlieb began her career in health care as a community health representative in her hometown of Seldovia, Alaska, a community of about 300 people accessible only by boat or plane. While pursuing an undergraduate degree at Alaska Pacific University, she worked at Southcentral Foundation's headquarters in Anchorage as a receptionist. Dr. Gottlieb quickly worked her way up the ranks and by 1991 was serving in the organization's top executive position.

Bernice Gould, RN, MNA, is the Kaiser Permanente (KP) National Senior Director of Quality, Hospital Oversight, and Equitable Care. She partners across the KP program, working on the Quality and Equitable Care Program, assisting the Quality and Health Improvement Committee (QHIC) of the Board of Directors of the Kaiser Foundation Health Plan (KFHP) and Kaiser Foundation Hospitals (KFH) in its fiduciary responsibilities, and closing the racial-ethnic health care gap. Prior to this role, Ms. Gould was Assistant Administrator for Quality and Compliance at KFH's Fresno Medical Center. Before joining Kaiser Permanente, she was a nurse executive in the health care industry.

Kevin Graves, PMP, is a certified project manager with experience in quality improvement in a variety of settings. He is completing a master's degree with a focus on operations management.

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

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, became faculty for the Institute for Healthcare Improvement (IHI) in 1999 and was full-time staff from 2002 to 2010. Her IHI roles included supporting patient safety and reliability content development, directing Collaborative and innovation projects, and serving as faculty for the 100,000 Lives and 5 Million Lives Campaigns. She is co-developer of the IHI Global Trigger Tool. Ms. Griffin is a Registered Respiratory Therapist with 20 years of hospital experience, including administrative oversight for quality, case management, and other related departments. She is author of numerous articles related to patient safety and quality improvement in health care and co-author of "Patient Safety and Medical Errors," a chapter in *The Healthcare Quality Book: Vision, Strategy, and Tools* (2nd edition).

Dean Gruner, MD, now President and CEO of ThedaCare, an integrated delivery system whose mission is to improve the health of our communities, served previously as ThedaCare Chief Medical Officer and Senior Vice President of Physician Services and was responsible for organizational safety, quality, and an employed physician group with 23 sites and 900 employees. Dr. Gruner has been a frequent speaker on transforming health care using Lean methodologies, and he hosted site visits by more than 100 health care organizations that came to see ThedaCare in the last two years. Through his organization, which has been featured in a DVD on strategy deployment, Dr. Gruner has taught standard work for managers (Business Performance System) and shared the redesign of both inpatient care (Collaborative Care) and ambulatory care (New Delivery Model). He has also taught at multiple VHA meetings, at the Palo Alto Medical Foundation, and at Lean health care summits.

Charlotte L. Guglielmi, MA, BSN, RN, CNOR, a Perioperative Nurse Specialist at Beth Israel Deaconess Medical Center, is passionate about patient safety, high-performance teamwork, and leadership, and her expertise in practice, quality, and education demonstrates the wide scope of her work in these areas. Ms. Guglielmi has served as President of the Association of Perioperative Registered Nurses (AORN) and was the 2001 recipient of the AORN Award for Outstanding Achievement in Perioperative Clinical Practice. She has published numerous articles and book chapters and delivered many presentations in regional, national, and international venues. Ms. Guglielmi represents AORN on the Council for Surgical and Perioperative Safety and the Society for Advanced Gastrointestinal and Endoscopic Surgery.

Meghan Guinee, PhD, has served as a project director or consultant on quality improvement collaboratives and projects at a number of agencies, including the National Initiative for Children's Healthcare Quality (NICHQ), the Community Health Foundation of Western and Central New York (CHFWCNY), and the New York State Health Foundation (NYSHealth). Her work has primarily focused on access to quality health care and supports for young children and their families. Dr. Guinee earned a PhD in Biology from the University of Edinburgh.

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



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

Cary D. Gutbezahl, MD, President and CEO of Compass Clinical Consulting, with his solid history of leading medical staff through improvements in utilization management, changes in peer review practices, and corrective-action procedures, understands what it takes to make better American hospitals. In addition to being a seasoned executive consultant, he has worked as an interim hospital chief medical officer in three organizations and as a medical director for two multi-specialty medical groups and several HMOs. While on active duty in the US Navy, Dr. Gutbezahl was Head of the Quality Assurance Department of the Navy Medical Command, National Capital Region. Dr. Gutbezahl has published a number of articles and is also a frequent contributor to Compass's Hospital Accreditation and Compliance journal.

Frederic W. Hafferty, PhD, is Professor of Medical Education, Associate Dean for Professionalism, College of Medicine, and Associate Director of the Program for Professionalism and Ethics at the Mayo Clinic. His research focuses on medicine's professionalism movement, social networks within medical education, applications of complexity theory to medical training, medical socialization, and disability studies. Dr. Hafferty is the author of *Into the Valley: Death and the Socialization of Medical Students*, and he co-authored *The Changing Medical Profession: An International Perspective* and *The Sociology of Complexity: A New Field of Study*. Dr. Hafferty is a past chair of the Medical Sociology Section of the American Sociological Association and Associate Editor of the *Journal of Health and Social Behavior*. He sits on the Council of Academic Societies of the Association of American Medical Colleges and on the Standing Committee on Ethics and Professionalism of the American Board of Medical Specialties.

Brian Hamlin, MD, Orthopaedic Surgeon, Magee-Womens Hospital of UPMC

Jennie Chin Hansen, RN, MS, FAAN, CEO, American Geriatrics Society

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 IHI's work with Health Improvement Scotland aimed at transforming the safety of every Scottish hospital over five years. She also leads work in Denmark, the South of England, and the USA to improve the safety of health care systems in these countries. Dr. Haraden is the executive lead for the IHI Patient Safety Executive Development Program. She 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, *BMJ Quality and Safety*.

Richard Van Harrison, PhD, is a Professor in the Department of Medical Education at the University of Michigan Medical School. His training as a social psychologist has led him to emphasize individual behavior in organizational settings. Dr. Harrison is primarily interested in the evaluation and improvement of physician performance in the delivery of health care; to that end, he has focused on developing clinical guidelines, developing measures of clinical performance, and designing changes at the individual and organizational levels to improve care.

Helen Haskell, MA, is president of Mothers Against Medical Error, a South Carolina-based group dedicated to improving patient safety and providing support for patients who have experienced medical injury. She became a full-time consumer advocate for patient safety following the death of her fifteen-year-old son, Lewis, who died of



undiagnosed complications following elective surgery. Ms. Haskell has been active in patient safety initiatives on a number of fronts, including medical education reform, hospital infection reporting, in-hospital patient support systems, and hospital response to adverse events.

Susan Hawkins, as Senior Vice President of Performance Excellence for Henry Ford Health System, is responsible for leading strategic planning, process engineering, operational analytics, and clinical quality and safety initiatives. She is a leader in the organization's Baldrige-based Performance Excellence initiatives; in several executive-level positions within the Henry Ford Medical Group, she has applied engineering, business, and quality improvement methods to HFHS projects since 1986. Ms. Hawkins has taught in two corporate quality management courses, is a trained facilitator for rapid-cycle improvement workshops, and teaches HFHS leadership development courses on project management, mentoring, and quality and safety. She has been a Certified State Examiner for the Michigan Quality Council's Quality Award Program and a Certified National Examiner for the Baldrige Program. A member of the Institute of Industrial Engineers/Society for Health Systems, she also serves as Chair of the Michigan Health and Hospital Association's Quality and Accountability Committee and as Director on the Board of Directors for both the Engineering Society of Detroit and Inforum. Ms. Hawkins has authored several journal articles, published a teaching case, and presented on a variety of topics at local, national, and international conferences and seminars.

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

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

Patricia Heinrich, RN, MSN, is an independent quality improvement consultant with 14 years of experience providing organizational and programmatic leadership and expertise in the science and methods of health care quality improvement and system change. Previously, she was Executive Program Director for the National Initiative for Children's Healthcare Quality (NICHQ) for ten years. An experienced educator and coach, she continues to lead NICHQ's perinatal and neonatal improvement programs. At NICHQ, Ms. Heinrich developed and implemented multiple pediatric quality improvement and educational projects, focused on the most common issues affecting the care of children in primary care today. She is a champion for the involvement of families in every aspect of health care delivery, quality improvement, and leadership. She is also currently working with University of California at San Francisco Center for Health Professions, Cincinnati Children's Child Policy Research Center, the University of Rochester Medical Center, and the New York State Department of Health.

George Helmrich, MD, CCD, NCMP, is Vice Chair of Quality and IP[[Internet Protocol? Pls spell out]] Operations for the Obstetrics and Gynecology Department and Interim Director of Management Engineering at the Greenville



Hospital System/University Medical Center. In the former role, he has played an integral role in implementing a robust event reporting system, developing a tracking system for events and root cause analyses (RCA) for common cause analysis, and refining the RCA process. Dr. Helmrich has brought his LEAN Six Sigma background to improvements in the Greenville Hospital System in the public reporting of quality data and to the development of initiatives to reduce adverse outcomes. He is also interested in the development of health care simulations, particularly those related to identified common cause analysis of event reporting.

Göran Henriks, Chief Executive of Learning and Innovation, Qulturum, County Council of Jönköping, 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 Jönköping County Council Strategic Group, has been Jönköping's project director for the Pursuing Perfection initiative over the last four years, and is a Senior Fellow of the Institute for Healthcare Improvement (IHI). Mr. Henriks is part of the Strategic Committee of the International Forum on Quality and Safety in Healthcare organized by the British Medical Journal and IHI.

Carrie Herron, RN, BSN, ONC, is Unit Manager for Orthopedics at Mercy Health Anderson. Ms. Herron has 15 years of health care management experience. Her experience as an acute care nurse ranges from medical-surgical settings to orthopedic and intensive-care nursing, and she has served as a legal nurse consultant. Ms. Herron holds a Bachelor of Science in Nursing degree and is an Orthopedic Certified Nurse. She is a member of the Greater Cincinnati Nurse Executives and the American Association of Legal Nurse Consultants.

James Hester, PhD, is Acting Director, Population Health Models Group, Innovation Center CMS where he assists in the development of delivery system transformation and payment reform initiatives such as ACO's, medical homes and population health models. Prior to joining CMS, he was the Director of the Health Care Reform Commission for the Vermont state legislature. The commission was charged with overseeing the implementation of a comprehensive package of health reform legislation and recommending the long term strategy to ensure that all Vermonters have access to affordable, quality health care. The delivery system reforms included a statewide enhanced medical home program and the development of pilot community health systems based on the ACO concept. Dr. Hester has 35 years experience in the health care field, and has held senior management positions with MVP Healthcare in Vermont, ChoiceCare in Cincinnati, Pilgrim Health Care in Boston, and Tufts Medical Center in Boston. He began his managed care career as Director of Applied Research for the Kaiser Permanente Medical Care Program in Los Angeles, California.

Dr. Hester earned his Ph.D. in urban studies, and his M.S. and B.S. degrees in Aeronautics and Astronautics, all from the Massachusetts Institute of Technology. He has a continuing interest in health services research and teaching, and has held faculty appointments at the University of Vermont, University of Cincinnati, Harvard School of Public Health and the University of Massachusetts. He has served on the boards of Vermont Information Technology Leaders (VITL), the Vermont Program for Quality Health Care, and UVM's College of Nursing and Health Science. He and his family live in Jericho, Vermont where he pursues his hobbies of backpacking, photography and cross country skiing.

Kate B. Hilton, MTS, JD, is Director of Organizing for Health, a project of ReThink Health. She designs campaigns, teaches organizing and leadership skills, and strategizes with leadership teams to take action toward the Triple Aim. Ms. Hilton is also a Principal in Practice for Leading Change at the Hauser Center for Nonprofit Organizations at Harvard University. She taught in Marshall Ganz's organizing course at Harvard Kennedy School in 2004 and 2009, and she co-designed and led the distance learning version of the course in 2010. She works closely with Ganz and Leading Change to design curriculum, lead trainings, teach courses, write articles, and coach teams in leadership skills and organizing strategy. Most recently, Ms. Hilton served as the lead coach for a campaign to improve quality and lower costs in the National Health Service in England. She has coached and led trainings for IHI, ReThink Health, The Management and Leadership Development Program at Dartmouth College, and many others.

Trina Histon, PhD, leads the program in obesity prevention and treatment at Kaiser Permanente (KP) Care



Management Institute (CMI), collaborating with clinicians, researchers, insurers, and policymakers to identify practical, effective, and both nonsurgical and surgical approaches. Dr. Histon led the development of CMI's first Depression Care Management Program and later co-led the Weight Management Initiative. She also works on clinical pathway improvement and has collaborated on projects in a variety of clinical areas and settings. Dr. Hinton serves as faculty for the Healthy Weight Collaborative of the National Initiative for Children's Healthcare Quality (NICHQ) and for the Healthy Hospital Task Force of the Centers for Disease Control and Prevention (CDC). A founding member of the Obesity Society's section on health services research, she serves on its Advocacy Task Force and also on the Measurement Advisory Panel of the National Committee for Quality Assurance (NCQA). Before joining KP, Dr. Histon managed research projects for the Pacific Business Group on Health and led the Master of Health Psychology Program at Cork University, where she also taught in the undergraduate program for mature students.

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

Gordon C. Hunt, Jr., MD, Senior Vice President and Chief Medical Officer, Sutter Health, focuses on the identification, implementation, and diffusion of innovative patient safety and quality initiatives throughout the organization. Under his leadership, Sutter Health was an early implementer of bar code technology to reduce errors and an early adopter of the eICU, Sutter's award-winning electronic intensive care unit monitoring system. Dr. Hunt is also involved in the strategic implementation of Sutter's electronic health record, which, when complete, will be one of the nation's largest implementations, connecting more than 5,000 physicians, 25 hospitals and millions of patients. He has extensive experience working with doctors, nurses, and other health care team members to develop patient-centered delivery groups, and an extensive background in medical group formation, hospital-physician partnerships, and the integration of hospitals, multispecialty medical groups, and IPAs. Previously, Dr. Hunt served as President of Pulmonary, Infectious Disease and Critical Care Consultants, and he was Chief of Staff at Sutter Medical Center of Sacramento.

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

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

Brian Jack, MD, is Professor and Chair in the Department of Family Medicine at Boston University School of Medicine/Boston Medical Center. For his work relating to improvements in patient safety at hospital discharge (Project RED), he received the Excellence in Patient Education Innovation Award and was named "Patient Safety Investigator of



the Month" by the Agency for Healthcare Research and Quality (AHRQ). In 2009 Dr. Jack was selected as one of 20 "People Who Make Healthcare Better" nationwide by HealthLeaders magazine. He also received the Partner in Public Health Improvement Award from the Centers for Disease Control and Prevention (CDC) and was listed among "Boston's Best Doctors" for 2010–2012. His Annals of Internal Medicine article is described in the book 50 Studies Every Physician Should Know.

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

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

Mark P. Jarrett, MD, MBA, Chief Quality Officer, North Long Shore Island Jewish - Great Neck

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.

Laurie Jensen, RN, MA, is Director of Organizational and Human Resources Development for Henry Ford Health System. Her areas of responsibility include the Henry Ford Health System Corporate University and performance management, succession planning, coaching, and employee engagement for Henry Ford Health System. During her five years in this role, Ms. Jensen has led the development and implementation of a stepped leadership development approach aligned with Henry Ford Health System's talent management and succession planning strategies.

Cheri Johnson, RN, Director of Obstetrical Services, Woman's Hospital, oversees the labor and delivery unit, the medical obstetrical unit, and the assessment center which facilitates over 13,000 annual visits. The hospital is the 19th largest delivery service in the country and the largest in the state of Louisiana, delivering more than 8,400 babies each year. Ms. Johnson has over 20 years of nursing experience in labor and delivery, intensive care, pediatrics, pediatric intensive care, neonatal intensive care, and emergency room care, as well as in the management of women's services.

Julie K. Johnson, MSPH, PhD, is Associate Professor in the Faculty of Medicine and Deputy Director of the Centre for Clinical Governance Research at the University of New South Wales in Sydney, Australia. Her career interests involve building a series of collaborative relationships to improve the quality and safety of health care through teaching, research, and clinical improvement. Dr. Johnson's ultimate goal is to translate theory into practice while generating new knowledge about the best models for improving care. She is an Associate Editor of *Quality and Safety in Health Care*.

Kate Jones, MBA, originally a physiotherapist, now leads the Safer Care Program at the National Health Service (NHS) Institute. A major feature of that work is the Leading Improvement in Patient Safety (LIPS) Program, which has been used with over 100 acute hospitals and mental health, community, ambulance, and primary care organizations across England. Previously, in the position of Director of Changing the Way We Work at Luton and Dunstable NHS Foundation Hospital Trust for over five years, Ms. Jones led a hospital-wide transformation program to include the Health Foundation's Safer Patients Initiative, led by the Institute for Healthcare Improvement (IHI). Ms. Jones also served as Head of Service Transformation at the NHS Institute for Innovation and Improvement, where she developed the Productive Ward concept and approach.

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

Maulik S. Joshi, DrPH, President, Health Research and Educational Trust, is also Senior Vice President of Research at the American Hospital Association. Previously he was President and CEO for the Delmarva Foundation, a not-for-profit quality improvement organization with over 300 employees dedicated to improving health. Dr. Joshi was



previously Vice President at the Institute for Healthcare Improvement, Co-Founder and Executive Vice President of DoctorQuality, Inc., Senior Director of Quality for the University of Pennsylvania Health System, and Executive Vice President for The HMO Group.

Andrea Kabcenell, RN, MPH, Vice President, Institute for Healthcare Improvement (IHI), is on the research and development team and leads major IHI initiatives. 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. The current focus of her work is leadership for improvement, building effective networks to foster innovation and regional health improvement, and care for older adults with complex needs and for people of all ages with advanced illness. 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, FACPE, Chairman and CEO, Virginia Mason Health System, has led the implementation of the Virginia Mason Production System, based on the Toyota Production System, to reduce costs and improve quality, safety and efficiency. Under his leadership, Virginia Mason was named a Distinguished Hospital for Clinical Excellence by HealthGrades in 2011, a Top Hospital by The Leapfrog Group for five consecutive years, and was one of two hospitals named a Leapfrog Top Hospital of the Decade for patient safety and quality. Dr. Kaplan is also a Clinical Professor at the University of Washington, Chair of the IHI Board of Directors, and a member of the National Patient Safety Foundation Board of Directors. He serves on the board of Washington Healthcare Forum and is a founding member of Health CEOs for Health Reform. In 2009, Dr. Kaplan received the John M. Eisenberg Award for patient safety and also was a recipient of the Harry J. Harwick Lifetime Achievement Award from the Medical Group Management Association and the American College of Medical Practice Executives. Modern Physician and Modern Healthcare ranked him second on the 2012 listing of the 50 Most Influential Physician Executives.

Deanne Kashiwagi, MD, is Assistant Professor of Medicine in the College of Medicine and Chair of Quality in the Division of Hospital Internal Medicine at the Mayo Clinic. Dr. Kashiwagi's areas of interest are inpatient quality and patient safety, including hospital readmissions and transitions of care.

Jordan Kautz, MD, MPH, is a Senior Associate Consultant in Internal Medicine at the Mayo Clinic. He is boarded by the American College of Medical Quality and is an ASQ (American Society for Quality) Six Sigma Black Belt. He serves on the core faculty at Mayo Quality Academy, having helped to redesign its quality fellow curriculum throughout the organization. Dr. Kautz is also active in Mayo's residency program, working with the defect analysis tool to enable residents to better understand key concepts in quality improvement, complete scholarly work, and begin to function as change agents.

Charles Kenney is the author of ten books, including *The Best Practice: How the New Quality Movement Is Transforming Medicine*, which the New York Times described as "the first large-scale history of the quality movement." He is also the author of *Transforming Health Care: Virginia Mason Medical Center's Pursuit of the Perfect Patient Experience*, for which he received the 2012 Shingo Research and Professional Publication Award. He has served on the faculty of the Institute for Healthcare Improvement (IHI) National Forum on Quality Improvement in Health Care. His most recent book is *Pursuing the Triple Aim: Seven Innovators Show the Way to Better Care, Better Health, and Lower Costs*, co-authored with IHI CEO Maureen Bisognano.

Linda K. Kenney, Founder and President, Medically Induced Trauma Support Services (MITSS), founded MITSS as the result of a personal experience with an adverse medical event, after which she identified the need for support services following such events and outlined an agenda for change. She is a tireless activist for patient, family, and clinician rights, becoming a nationally and internationally recognized leader in the patient safety movement who speaks regularly at health care conferences. Ms. Kenney is the first consumer graduate of the prestigious HRET/AHA



Patient Leadership Fellowship, and a recipient of the National Patient Safety Foundation's Socius Award in recognition of her effective partnering in pursuit of patient safety. She co-authored numerous publications on the emotional impact of adverse events on patients, families, and clinicians. She serves on the boards of the National Patient Safety Foundation and Planetree, in addition to several task forces and committees.

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

Mina Kini, MSW, MS, System Director-Diversity and Inclusion, Texas Health Resources

Janhavi M. Kirtane, MBA, is Director of Clinical Transformation and Dissemination for the Beacon Community Program, where she leads collaborative efforts in execution, innovation, and learning related to clinical interventions. She also leads national efforts to share lessons learned in the Beacon Community Program and supports the program's promotion of local adoption of promising IT-enabled interventions. Ms. Kirtane spent 10 years working with health care delivery leaders across the country on strategic planning and clinical operations initiatives, most recently as a Senior Consultant with the Chartis Group, LLC, and previously with (APM). Her project portfolio includes emergency department and operating room redesign, inpatient care model redesign, integrated delivery system strategy, and operational evaluation of mergers and acquisitions, and her clients have included academic medical centers, children's hospitals, and multi-hospital systems.

Brian P. Knowles is Executive Director of Virginia Mason's Bailey-Boushay House, a nursing home and outpatient program serving people with HIV/AIDS and other end-of-life health issues. In addition to over 27 years of experience in developing and managing services for people with HIV, Mr. Knowles has also had extensive training in the Toyota Production System, completing a Lean Fellowship in 2006. Mr. Knowles has worked primarily in Seattle and New York City but has also provided technical expertise to HIV organizations throughout the United States.

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

Susan Knudson, MA, as Vice President of Health Informatics for HealthPartners, the nation's largest consumer-governed nonprofit health care organization, has led an informatics team in developing population-based total cost of care and resource use measures and downstream analytics, developing consulting services to help medical groups improve performance in resource use and total cost while also improving quality and experience, and embedding and using data and information in daily operations to support practice efficiencies and improve patient outcomes. At HealthPartners, Ms. Knudson is also responsible for HealthPartners' strategic information and decision support capabilities and has served as Senior Director of the Medical Group Hospital Medicine Division, as Director of Provider Relations and Network Management, and as a manager in Health Services Analysis and Reporting (now Health Informatics). Before joining HealthPartners, Ms. Knudson was National Director of Network Pricing for United Healthcare. In 2011 she was appointed to the Minnesota Community Measurement's Measurement and Reporting Committee.

Uma Kotagal, MBBS, MSc, Senior Vice President for Quality, Safety and Transformation, Cincinnati Children's



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

Miles Kotchevar, RN, has worked as a nurse for seven years in various capacities at Contra Costa Regional Medical Center (CCRMC) and is committed to making experiences better for both staff and patients. He completed a Change Agent Fellowship through CCRMC and Contra Costa Health Centers; this program develops the frontline into leaders of quality improvement, Lean management, and organizational engagement. He currently serves as a Process Improvement Specialist in the Lean Promotion Office.

Terry Kowalenko, MD, is a Clinical Professor in the University of Michigan Department of Emergency Medicine. He is also the University of Michigan Medical School Director of Continuous Professional Development. Dr. Kowalenko is the Lead for the University of Michigan's Multi-Specialty MOC (Maintenance of Certification) Part IV Portfolio Pilot Project, and he is also a member of the American Board of Emergency Medicine.

Christina Krause, MSc, brings a variety of health care experience to her role as Executive Director of the British Columbia Patient Safety and Quality Council. Her interests include the use of social change models and network theory to engage and mobilize stakeholders to improve the quality of care. More recently, her interests have expanded to include social media to create enhanced connections and shared learning. Ms. Krause was one of the authors of the "Canadian Disclosure Guidelines," and she serves as Master Faculty for the "Disclosing Unanticipated Medical Outcomes" workshop offered by the Institute for Healthcare Communication (IHC). Ms. Krause is an EXTRA Fellow with the Canadian Health Services Research Foundation.

Christina Krause, MSc, brings a variety of health care experience to her role as Executive Director of the British Columbia Patient Safety and Quality Council. Her interests include the use of social change models and network theory to engage and mobilize stakeholders to improve the quality of care. More recently, her interests have expanded to include social media to create enhanced connections and shared learning. Ms. Krause was one of the authors of the "Canadian Disclosure Guidelines," and she serves as Master Faculty for the "Disclosing Unanticipated Medical Outcomes" workshop offered by the Institute for Healthcare Communication (IHC). Ms. Krause is an EXTRA Fellow with the Canadian Health Services Research Foundation.

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

Peter Lachman, MD, MPH, FRCPC, Associate Medical Director and Consultant in Service Redesign and Transformation, Great Ormond Street Hospital for Children NHS Trust, UK, joined Great Ormond Street Hospital and the Royal Free Hospital in 2005 as he was taking up a Health Foundation Improvement Fellowship at the Institute of Healthcare Improvement (IHI) in Cambridge, Massachusetts. While in Boston, he earned his MPH at the Harvard School of Public Health. He spent time at IHI learning about quality improvement and safety from leading theorists in the field. His current interests are in transforming health care organizations to become safer and more effective.

Suann Laurent, RN, BScN, MHS, is President and CEO of the Sunrise Regional Health Authority. During 26 years of health care experience, she has held a number of executive positions in health services, acute programs, quality improvement, nursing, and long-term care. Ms. Laurent is an active member of the Saskatchewan Registered Nursing Association and is professionally affiliated with the Canadian Council of Nursing and the International Council of Nursing; she is also a member of the Canadian College of Health Leaders. Ms. Laurent participates in numerous



provincial committees and is a Hoshin Leader for the Province of Saskatchewan on Patient Safety. She is Chair of Accreditation Canada's National Surveyor Advisory Committee and has extensive experience accrediting health systems nationally and internationally.

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

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.

Charles F. Levenback, MD, Deputy Chairman for Patient Care, University of Texas MD Anderson Cancer Center

Paul Levy, former CEO of Beth Israel Deaconess Medical Center, is an advocate for patient-driven care, elimination of preventable harm, transparency of clinical outcomes, and frontline-driven process improvement. In addition to conducting classes and offering presentations on these topics throughout the world, Mr. Levy writes the widely read blog Not Running a Hospital and has authored the book Goal Play! Leadership Lessons from the Soccer Field. He has held leadership positions in a variety of industries, serving as Chairman of the Massachusetts Department of Public Utilities, Director of the Arkansas Department of Energy, Executive Director of the Massachusetts Water Resources Authority, and Executive Dean for Administration at Harvard Medical School. Mr. Levy has been active on many corporate and institutional boards, primarily in Boston and the greater New England region.

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.

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

Cristin Lind, BA, is a Family Leader and Project Associate for the Children's Health Insurance Program Reauthorization Act (CHIPRA) representing Massachusetts Family Voices, a project of the Federation for Children with Special Needs. In her leadership work, she strives to create authentic partnerships and collective empowerment between families and health care professionals to ensure that parents' and families' perspectives are part of the design, implementation, and evaluation of the health care transformation process. Ms. Lind is also a consultant to health care practices and community health care organizations seeking to include patients and families in their practice improvement teams.

Randall L. Linton, MD, is President and CEO of Luther Midelfort–Mayo Health System, a highly integrated, physician-led, multispecialty health care system that delivers care at four hospitals and eleven clinic locations in west-central Wisconsin. Dr. Linton received his medical degree from the University of Nebraska and completed his pediatric residency at the University of Iowa. He is a Fellow of the American Academy of Pediatrics and a member of the American College of Physician Executives and the American College of Healthcare Executives.

Kevin Little, PhD, is a statistician specializing in the use of information to study, understand, and improve system performance. His experience in application of statistical methods includes direct work with scientists and engineers in a range of disciplines. He has also coached improvement teams in a range of industries. Dr. Little served as an Improvement Advisor (IA) to the National Health Disparities Collaboratives from 2001 to 2006, and he presently serves as IA for projects in IHI's hospital portfolio of work. Recently, he worked on the measurement strategy for the Healthier Hospitals Initiative.

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

Robert Lloyd, PhD, Executive Director, Performance Improvement, Institute for Healthcare Improvement (IHI), provides leadership in the areas of performance improvement strategies, building capacity and capability for



improvement, statistical process control methods, and development of strategic dashboards. 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 (Oakbrook, IL), Director of Quality Measurement for Lutheran General Health System, Senior Director at the Hospital Research and Educational Trust of AHA, and spent ten years with the Hospital Association of Pennsylvania in various leadership roles. He is author of numerous articles, reports, and books.

Saranya Loehrer, MD, MPH, Director, Institute for Healthcare Improvement

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

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

Michael Maccoby, PhD, has taught at Harvard, the University of Chicago, the University of California at Santa Cruz, Sciences Po in Paris, and Oxford University, where he now serves as an Associate Fellow of the Said School of Business. He has consulted on leadership and strategy to companies, government, universities, and unions in 35 countries. From 1970 to 1990, Dr. Maccoby directed the Program on Technology, Public Policy, and Human Development at the Kennedy School of Government. He is a fellow of the American Psychological Association, the American Anthropological Association, and the National Academy of Public Administration.

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

Lynne M. Maher, PhD, Interim Director for Innovation and Design, NHS Institute for Innovation and Improvement, UK, leads innovation for the Institute, exploring the practical application of new processes, methods, tools and



techniques within the NHS to achieve transformational change for health services. She is the national sponsor for work on innovation process, which includes novel ways to achieve transformational change, experience-based design, and creating the culture for innovation to support leaders and front-line staff. She is a member of the Innovation Council formed by the Cabinet Office, a Fellow at the Health Service Management Centre at Birmingham University, and a Fellow of the Royal Society of Arts.

Andrew Majka, MD, FACP, is a Consultant in General Internal Medicine at the Mayo Clinic. He is also Chair of the General Internal Medicine Process Improvement Committee and Chair of Quality for the Mayo Clinic's Department of Medicine. Dr. Majka was one of the developers of the Mayo Clinic Quality Academy Teams Training Program and served as its initial Medical Director. He is a graduate of the Intermountain Health Care Advanced Training Program in Healthcare Improvement.

John Martin is Senior Director of Research Operations at Premier Insights, where he runs a team that is focused on methodology development, measure evaluation, and collaborative evaluations. He has over 15 years of experience in managing and conducting research and also has extensive experience in working with hospitals, health care systems, and other health care sectors. Prior to joining Premier Insights, Mr. Martin's career covered various areas of research, ranging from consulting research to clinical trial management. He has presented his research at national meetings and published scientific articles in leading health care journals.

Lindsay A. Martin, MSPH, Executive Director and Improvement Advisor, Institute for Healthcare Improvement (IHI), has been with IHI since August 2004, focusing on innovation and system-wide improvement. As Executive Director, she oversees IHI's 90-day Research and Development process, working to find new solutions to difficult problems in health care and bringing those solutions into prototype testing, which often includes applying best practices and innovations from industries outside health care. As a result of her work on R&D projects, Ms. Martin serves as faculty for the business case for quality improvement, system measurement, and regional data as applied to improvement. She also serves as a coach to other health care organizations looking to implement innovation programs. As an Improvement Advisor, Ms. Martin serves as faculty teaching 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 and apply quality improvement in their settings. In addition, she works with both organizational and national leaders to apply system thinking to health care delivery.

Kedar Mate, MD, is an internal medicine physician, an Assistant Professor of Medicine at Weill Cornell Medical College, a Research Fellow at Harvard Medical School's Division of Global Health Equity, and a faculty member of the Institute for Healthcare Improvement (IHI). He advises numerous international initiatives aiming to strengthen health systems to improve delivery of HIV, tuberculosis, and maternal and child health services. In his leadership role at IHI, Dr. Mate has overseen the development of innovative system designs to implement high-quality health care both in the United States and in resource-limited settings abroad.

Janice Maupin, RN, MSN, CPHQ, is Director of Quality and Case Management at Mercy Hospital Anderson, a 200-bed suburban hospital. She has 25 years of health care experience and has held leadership positions in the areas of pain management, nursing management, care coordination, quality improvement, and patient safety. Ms. Maupin has served as an examiner for the Ohio state-level Baldrige Program and is a Certified Professional in Healthcare Quality (CPHQ). She has received certification in Advanced Performance Improvement from Intermountain Healthcare and has participated in the Patient Safety Fellowship at Virginia Commonwealth University.

Denise Mazzapica, BSN, RN-BC, is Corporate Manager of Nursing Initiatives in the North Shore-Long Island Jewish Health System (NSLIJHS). She has gained 34 years of experience in various health care settings, including critical care, medicine, surgery, and administration, and has spoken at local and national conferences about her role in the Transforming Care at the Bedside initiative and in the implementation of TeamSTEPPS at NSLIJHS. Ms. Mazzapica authored the journal article "Storytelling Effectively Translates TeamSTEPPS Skills into Practice," and she is a member



of the American Organization of Nurse Executives (AONE), the New York Organization of Nurse Executives (NYONE), the American Nurses Association (ANA), and Sigma Theta Tau International Nursing Honor Society.

Chris McCarthy, MPH, MBA, is Director of the Innovation Learning Network and an Innovation Specialist with Kaiser Permanente's Innovation Consultancy. In this dual role, he innovates at the frontlines of health care and connects innovators across the world to accelerate the spread of design thinking and great ideas. This widely recognized work has led to better tools for new mothers, safer medication administration for patients, and more robust shift changes for nurses. Mr. McCarthy is an international speaker on innovation and design, and he has been asked for his insight on innovation and health care by the United Kingdom's National Health Service, the Danish Healthcare System, and the Canadian Health System. In 2011 he was named the Ellerbe Beckett Lecturer at the University of Minnesota.

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

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.

Thomas McIlwain, MD, a board-certified psychiatrist, serves as Vice President for Quality and Performance Improvement and Chief Medical Officer at St. Luke's Episcopal Hospital. He completed a Merck Family Foundation Fellowship at the Institute for Healthcare Improvement (IHI) in 2008. Dr. McIlwain is a mentor in the CMS/CMMI Innovation Advisers Program.

Scott McNair, MBA, Director of Performance Improvement and Operations Research, Wellspan Health

Diane E. Meier, MD, is Director of the Center to Advance Palliative Care (CAPC), a national organization devoted to increasing the number and quality of palliative care programs in the United States. Under her leadership, the number of palliative care programs in US hospitals has more than tripled in the last 10 years. Dr. Meier is also Vice Chair for Public Policy, Professor of Geriatrics and Palliative Medicine, and Gaisman Professor of Medical Ethics at the Mount Sinai School of Medicine. In 2009–2010, she was a Health and Aging Policy Fellow in Washington, DC, and she was recognized in 2010 by HealthLeaders as one of 20 "Americans Who Make Healthcare Better." Dr. Meier received a MacArthur Foundation "genius award" in 2008.

Rob Meyer, MD, is a primary care pediatrician with the Cambridge Health Alliance and Medical Director at the Cambridge Health Alliance's Windsor Street Health Center. Dr. Meyer is also an Assistant Professor of Pediatrics at Harvard Medical School and an Associate Pediatrician at Massachusetts General Hospital.

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



and Development).

Paul V. Miles, MD, FAAP, is Senior Vice President for Maintenance of Certification and Quality at the American Board of Pediatrics (ABP), overseeing the ABP program that assesses physician quality and professional development. Previously, he served at ABP as Vice President and Director of Quality Improvement and Assessment Programs in Pediatric Practice and as Chair of the Board of Directors. In private pediatric practice for 25 years, Dr. Meyer served as Director of Clinical Quality Improvement and co-directed the Center of Excellence in Rural Healthcare at Magic Valley Regional Medical Center, and he held adjunct faculty positions at Case Western University School of Medicine and the University of Washington School of Medicine. In senior-level positions at Vanderbilt University Medical Center, he was responsible for directing quality improvement efforts. He has served on the quality committees of many national organizations, including the American Academy of Pediatrics, the American Board of Medical Specialties, the AMA Physician Consortium for Improving Performance Executive Committee, and the Duke University Children's Hospital Performance and Quality Improvement Oversight Committee. Dr. Meyer is an Adjunct Professor of Pediatrics at Duke University School of Medicine and President of the Board of Directors of the Academy for Healthcare Improvement.

Diane K. Miller, MBA, is Vice President and Executive Director at Virginia Mason Medical Center, with responsibility for the design and delivery of education and training services in the Virginia Mason Production System (VMPS) for health care providers and organizations. She also leads the Center for Health Care Solutions, an innovation unit working to create a new model of health care delivery based on VMPS principles. Ms. Miller has worked at Virginia Mason in a variety of roles and was a key member of the executive team that designed the infrastructure to support the adoption of VMPS. As a consultant, she has worked with other health care organizations in applying the Toyota Production System (TPS), and she has served at the Institute for Healthcare Improvement (IHI) as Director and Faculty for the Transforming Care at the Bedside initiative. With extensive training in applying TPS in health care, Ms. Miller has led many rapid improvement events and developed health care curriculum for the training of leaders and staff.

Douglas Miller is Director of Informatics Operations at Premier, Inc., where he supports and guides internal improvement efforts across the company. Previously, he led initiatives to create and utilize tools, methodologies, and service delivery for Premier consultants based in over 125 hospitals across the country. Mr. Miller has made presentations on health care workforce management, waste and performance improvement, and Lean principles in health care. He has led collaborative efforts in these areas and developed internal staff training. As a consultant, Mr. Miller has provided a wide range of services and solutions to health care organizations. He began his tenure at Premier as a hospital-based performance engineer, primarily responsible for budget, cost management and reduction, and clinical performance measurement. Mr. Miller also provided consulting expertise in Premier's Operational Advisory Services.

Joanne Miller, RGN, MSc, is Assistant Director of Nursing (Patient Safety and Clinical Effectiveness) and Assistant Director for Infection Prevention and Control at the Royal United Hospital Bath NHS Trust. In her 28 years as a registered nurse, Ms. Miller has gained a wealth of experience in cardiology and general medicine, and she has spent the last 13 years at the Royal United Hospital Bath NHS Trust as a Senior Sister and Modern Matron. In her current role, Ms. Miller is also the Trust's program manager for Southwest Strategic Health Authority Quality and the Patient Safety Improvement Program. She has presented elements of this work both regionally and nationally and has also implemented two national patient safety initiatives within the Trust.

Matthew Miller, MD, serves as Chief Medical Officer at Danbury Hospital and, more recently, as CMO for Western Connecticut Healthcare as well. He is responsible for performance improvement across the system, including quality, safety, medical staff oversight, and risk management. Dr. Miller is also responsible for medical staff alignment for both employed and community-based physicians. In the advent of health care reform, he has led efforts to ensure value-based performance. Before taking on his current position at Danbury Hospital in the mid-1990s, Dr. Miller was



Head of the hospital's Pulmonary and Critical Care Division for more than 15 years and in that role was an active clinician and educator.

Victor M. Montori, MD, MSc, Professor of Medicine, Mayo Clinic, is also the lead investigator of the Knowledge and Evaluation Research Unit. He serves as Director of the Healthcare Delivery Research Program at the Mayo Clinic Center for the Science of Healthcare Delivery. A diabetologist and health services researcher, he is interested in health care delivery and outcomes for patients with chronic disease. Dr. Montori serves on the editorial board of the *Annals of Internal Medicine* and has authored more than 300 peer-reviewed publications on his areas of interest.

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

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

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

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

Lori Nerbonne, RN, BSN, co-founded New Hampshire Patient Voices, a nonprofit organization that advocates for safe, high-quality, compassionate health care and putting patients and families first. After the death of her mother from hospital-acquired conditions, Ms. Nerbonne, a registered nurse with a clinical and teaching background in



maternal child health, began her patient safety work by testifying for an infection reporting law in New Hampshire. Since then, her organization has played an integral role in the passage of state infection and adverse event reporting laws and a maternal mortality review panel. She works with a strong network of professional patient safety advocates and has served on several quality and safety committees at the national, regional, and state levels. Ms. Nerbonne served on the committee that produced the training video *Partnering to Heal*, and she participates in the Patient and Family Engagement Network for the Partnership for Patients Campaign. Ms. Nerbonne makes annual appearances at Dartmouth's Institute for Health Policy and Clinical Practice Patient Safety Class and the Consumers Union Safe Patient Project summit.

Suzanne Nevins, RN, CIBCLC, a registered nurse for 40 years, has always been interested in patient safety and clinician support. When she became a patient herself in 2006, with an unexpected outcome that resulted in permanent changes, she became even more active in patient safety and clinician support issues. Ms. Nevins remains grateful to those who had already begun this work.

Len Nichols, PhD, is Director of the Center for Health Policy Research and Ethics (CHPRE) and a Professor of Health Policy at George Mason University. Intimately involved in health reform debates, policy development, and communication for over 18 years, Dr. Nichols has contributed to that debate through testimony, briefings, writing, news commentary, and public speaking and is one of the few analysts who continues to command bipartisan respect in Washington. Often asked to provide technical expertise to members of Congress, governors, state legislators, and other policy officials, he has long sought to add moral arguments to the technical health policy debate. Dr. Nichols is frequently interviewed and quoted by major media outlets, and in early 2012 he testified before both the House Committee on Ways and Means and the Senate Budget Committee. Recently, he was selected to be an Innovation Adviser to the Center for Medicare and Medicaid Innovation. He has served as Vice President of the Center for Studying Health System Change, as a Principal Research Associate at the Urban Institute, as Senior Adviser for Health Policy at the Office of Management and Budget (OMB), and as Director of the Health Policy Program at the New America Foundation. Dr. Nichols has been a visiting Public Health Service Fellow at the Agency for Health Care Policy and Research and an Associate Professor and Economics Department Chair at Wellesley College.

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

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

Clifford L. Norman, MA, Partner, Associates in Process Improvement, is also an Improvement Advisor with the Institute for Healthcare Improvement. He has led and worked in over 75 Black Belt Waves for an international technology company and with several Improvement Advisor workshops for health care. He earned a Bachelor of Science degree from California State University at Los Angeles and a Master's degree in Behavioral Science from California State University at Dominguez Hills. He is a member of the American Society for Quality and a Certified Quality Engineer (CQE). Mr. Norman is a co-author of the book *The Improvement Guide: A Practical Approach to Enhancing Organizational Performance*.



Kelly Nowicki, MA, Administrator, Mayo Clinic

Patricia O'Connor, BScN, MScN, Associate Director of Nursing for Neurosciences, McGill University Health Centre, is also co-leader of the Best Practices Program aimed at reducing fall injuries, pressure ulcers, and better pain management. She is an Assistant Professor in the McGill University School of Nursing and a guest faculty member of the Canadian Patient Safety Institute's Safer Healthcare Now campaign for falls prevention in long-term care in Canada. She has expertise in sustainability of knowledge transfer processes, business case development for reduction of adverse events, development of high-performance teams, and performance benchmarking. In 2008, she was awarded the Valerie Shannon Award for Innovative Leadership at the McGill University Health Centre. Ms. O'Connor is past president of the Academy of Canadian Executive Nurses, a board member of several health care organizations, and a founding member of the Canadian Health Leadership Network and the Consortium for Nursing Research and Innovation.

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

Kate O'Rourke is Network Manager at the Institute for Healthcare Improvement (IHI). In that role, she designs and executes the national field operations for IHI's hospital portfolio of work. Ms. O'Rourke is responsible for supporting hospitals across the country through their relationships with the state field offices (or "Nodes"). As the previous Eastern Region Field Coordinator for the 5 Million Lives Campaign, Ms. O'Rourke worked with eastern state Nodes to coordinate and implement evidence-based best practices. Prior to joining IHI in 2007, Ms. O'Rourke worked as a grant analyst at the California Endowment, a large health care foundation headquartered in Los Angeles.

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

Martha N. Okafor, PhD, MPA, is an Assistant Professor in the Department of Community Health and Preventive Medicine at Morehouse School of Medicine (MSM) and Director of the Division of Behavioral Health in the Satcher Health Leadership Institute (SHLI) at MSM, with responsibility for implementing behavioral health initiatives that reduce and eliminate disparities in mental health, addictive diseases, and developmental disabilities. Dr. Okafor's priorities include the behavioral health aspects of the postdoctorate leadership fellowship, the transformative leadership curriculum on the integration of primary care and behavioral health, health care quality and systemic improvement, the Smart and Secure Children parenting program, and improving health and well-being equities by addressing the emotional literacy of school and home environments. Dr. Okafor has held senior leadership positions at the Georgia state agencies for public health, child welfare, and family economic support, as well as at the Departments of Public Health and Social Services in Connecticut.



Edwin Oley, RPh, MBA, is President and CEO of Mercy Health Partners of Lorain Ohio, a region within Catholic Health Partners. Dr. Oley has been with Mercy for 34 years. In 2000, after Allen Memorial Hospital announced its imminent closing, he took over as CEO of that organization and returned it to financial viability while garnering national recognition for service excellence. Allen Memorial was merged into Mercy in 2004. After assuming his current position, Dr. Oley once again oversaw quick and dramatic improvement in the financial state of the organization; Mercy Health Partners also became a regional and national leader in quality and preventable harm metrics. Dr. Oley is passionate about developing leaders, and the quality operating system that has been implemented in his facilities has proved to be an innovative strategy for maximizing operating results.

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.

Kathy Oswald began her career as a secretary at Chrysler Corporation, where she would work for 28 years and become Chrysler's top female executive as Chief Administrator Officer responsible for Human Resources, Labor Relations, Community Relations, Public Relations, and Communications. Following her retirement from Chrysler, Mrs. Oswald joined Right Management to serve as President, Great Lakes Region, leading its organizational consulting, key executive, and business development activities and growing its customer base. In 2008, Ms. Oswald joined Henry Ford Health System as Senior Vice President and Chief Human Resources Officer, challenged with improving the quality of HR services during tough economic times and recruiting quality health care professionals, especially qualified nurses. Mrs. Oswald has received many awards, including selection as one of Human Resource World's "Top 50 HR Executives in the World," Automotive News's "100 Leading Women in North America's Auto Industry," and Crain's "100 Most Influential Women." She has also been named American Society of Employers' "Michigan Human Resources Executive of the Year."

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

Nancy Palmer, MD, serves in the Antioch/Brentwood Division of the Contra Costa Regional Medical Center's Department of Family Medicine. Through her involvement in the Department of Family Medicine Leadership Group, Dr. Palmer holds biannual retreats, contributes to the organization's transition to an electronic medical record, works on various quality improvement projects, and participates in Lean certification training and provider wellness Initiatives. Dr. Palmer also participates in the Department of Family Medicine's resident training and mentorship programs.

Darlene Parmentier, BSN, MSN, MBA, Assistant Director of Critical Care, North Shore LIJ Glen Cove Hospital, focuses on processes and change management in her role. Her achievements include zero ventilator-associated pneumonias for over two years and zero central line-associated bloodstream infections for three years. During her tenure, MRSA infection rates have also decreased and been sustained at a rate of $\lt; 0.5$, and the hospital achieved the HAAS award in 2011 from the New York State Department of Health for its initiatives to decrease



nosocomial infections. Ms. Parmentier has 22 years of progressive nursing experience in the ICU, ED, CVICU, CCU, Burns, Telemetry, and all phases of Cardiology.

Gareth Parry, MSc, PhD, Senior Scientist, Institute for Healthcare Improvement (IHI), is also a Clinical Assistant Professor at Harvard Medical School. At IHI, he is leading the development of a rapid-cycle evaluation system and providing scientific leadership for several IHI programs, including programs aimed at improving care for patients eligible for Medicare and Medicaid, patient safety in primary care, and increasing the uptake of SSI reduction interventions. His work at IHI also included assessing the IHI Global Trigger Tool and applying it to measure harm over time. Prior to joining IHI, he was an Improvement Advisor for the National Initiative for Children's Healthcare Quality; Director of Quality Measurement & Analysis in the Department of Medicine at Children's Hospital Boston; and a Harkness Fellow in Health Care Policy at Harvard School of Public Health. In the UK, he was a Reader in Health Services Research at the University of Sheffield, where he undertook research on evaluating health services delivery on the development, assessment, and application of risk-adjustment methods in intensive care; and he worked with the National Institute for Clinical Excellence. He is currently a member of the Massachusetts Performance Measurement Expert Panel, The Expert Advisory Group for Measuring Patient Harm in Wales, UK, and the Board of the Relational Coordination Research Collaborative at Brandeis University.

Carl A. Patow, MD, MPH, MBA, FACS, Executive Director, HealthPartners Institute for Medical Education, is also an adjunct Professor of Otolaryngology and Associate Dean of Faculty for the University of Minnesota Medical School. He serves on the boards for the Accreditation Council for Graduate Medical Education and the Alliance of Independent Academic Medical Centers, for which Dr. Patow is also co-chair of the National Initiative to Improve Patient Care Through Graduate Medical Education.

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

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

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."

Maxine L. Power, PhD, is the Director of the North West Improvement Alliance, a newly formed stakeholder organization that will help health care organizations in the North West of England build improvement capability to achieve transformational improvements in the care they deliver. Previously, she was Associate Director of Quality



Improvement at Salford Royal NHS Foundation Trust and led the Quality Improvement Directorate, which provides organizational support to assist teams with quality improvement. She is a core member of the National Patient Safety Campaign for England.

David W. Price, MD, FAAFP, FACEHP, is a board-certified family physician with the Colorado Permanente Medical Group (CPMG) and serves as Director of Medical Education. He is also a physician investigator with the Kaiser Permanente Colorado Institute of Health Research, where he is Co-Director of Research at the Center for Health Education, Dissemination, and Implementation; Director of Medical Education for the Permanente Federation; and Physician Lead for Behavioral Health Guidelines for the Kaiser Permanente Care Management Institute. A Professor of Family Medicine at the University of Colorado-Denver Health Sciences Center, Dr. Price has been active in the Colorado and American Academies of Family Physicians. While serving on the American Board of Family Medicine (ABFM), he chaired the Research and Development and Examination (Maintenance of Certification) Committees and was board chair from 2007 to 2008. Dr. Price also serves on the Board of Directors of the Accreditation Council for Continuing Medical Education (CME). He has authored or co-authored over 30 peer-reviewed publications and given numerous local, state, and national CME presentations on a variety of topics.

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.

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

Michael D. Pugh, MPH, Principal, Pugh Ettinger McCarthy Associates, has over 30 years of CEO experience in hospitals, health care systems, managed care organizations, consulting and health care services companies. He is a nationally known advisor and consultant to health care provider organizations, payer organizations, and government agencies focusing on issues of quality, performance, strategy, and governance. He is a senior faculty member for the Institute for Healthcare Improvement (IHI) and co-author of the highly popular IHI white paper, "Seven Leadership Leverage Points for Organization-Level Improvement in Health Care." Since 1998 Mr. Pugh has helped senior leaders define and execute strategies for improvement and organizational transformation, with specific areas of expertise in clinical integration, quality system planning and execution, governance processes, leadership system development, and strategic planning. Mr. Pugh has served on the boards of the American Hospital Association (AHA), the AHA Health Forum, the Colorado Hospital Association, and The Joint Commission. He is a board member of Verisma Systems, Inc., a national health care information handler and health information technology company, for which he served as CEO from 2004 until 2011 during the company's start-up and early growth phases.

Ana Pujols McKee, MD, is Executive Vice President and Chief Medical Officer of The Joint Commission, with responsibility for providing support to The Joint Commission's Patient Safety Advisory Group; overseeing work related to the development of the sentinel event policy, national patient safety goals, and sentinel event alerts; supervising the sentinel event database; and overseeing the functions of the Standards Interpretation Group and the Office of Quality Monitoring. She also provides clinical guidance and support to the Joint Commission Center for Transforming



Healthcare, Joint Commission Resources, and Joint Commission International. Previously, Dr. McKee served as Chief Medical Officer and Associate Executive Director at Penn Presbyterian Medical Center, University of Pennsylvania Health System; as Clinical Associate Professor of Medicine at the University of Pennsylvania School of Medicine; and as Medical Director for the Philadelphia Health Department's free-standing health centers. Dr. McKee has served on several boards, including the American Cancer Society, the Pennsylvania Health Care Cost Containment Council, and the Philadelphia AIDS Consortium, and served as Chair for the Pennsylvania Safety Authority board and Vice Chair for the Public Health Management Corporation. She sits on the board of Quality Insights of Pennsylvania and has served on committees of the Food and Drug Administration and the National Institutes of Health.

Ajay Puri, an advocate for social change and community empowerment, is Quality Leader of Communications and Engagement for the British Columbia Patient Safety and Quality Council, where he is responsible for developing and implementing strategy around communications, digital media, and engagement. Employed in the health care and health research fields for 10 years, Mr. Puri was acknowledged for his commitment to engaging diverse communities as one of Canada's top five volunteers in the CBC's "Champions of Change" contest in 2010. He has spoken in front of many audiences, including TEDx. Mr. Puri sits on the Climate Leadership Council of the David Suzuki Foundation and is on the Board of Directors for GoBeyond and LeadNow.ca. Recently, he co-founded and now co-leads many movement-based organizations, including Coop Culture, Rangichangi Roots, East of Main, and BeeVancity. He has published five peer-reviewed articles and presented over 25 peer-reviewed abstracts at national and international health conferences.

Tammie E. Quest, MD, is Director of the Emory Palliative Care Center at the Woodruff Health Sciences Center (WHSC). Board-certified in emergency medicine and hospice and palliative medicine, she is Associate Professor in the Department of Emergency Medicine and in the Division of Geriatrics and Gerontology at the Emory University School of Medicine. Dr. Quest is a nationally recognized expert in palliative care in the emergency setting and is Director of the IPAL-EM (Improving Palliative Care-Emergency Medicine) Project for the Center to Advance Palliative Care. She is also Director of the Education in Palliative and End of Life Care-Emergency Medicine (EPEC-EM) Project sponsored by the National Cancer Institute.[[NCI spelled out OK?]]

Myrta Rabinowitz, PhD, RN, BC, is a member of the Nursing Research Team at the Institute for Nursing (IFN) at the North Shore-Long Island Jewish Health System (NSLIJHS). She was a facilitator at the Improvement Science Research Network and presented a summary of the upcoming national study titled "Impact of Cognitive Load, Interruptions, and Distractions on Medication Administration Errors." Dr. Rabinowitz is a member of the NSLIJHS's Falls Task Force and led the focus groups on falls and harm risk assessment that led to refinements of the assessment tool. Dr. Rabinowitz has published articles on storytelling as a teaching methodology.

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

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



management and build proactive population care programs.

Sandhya Rao, MD, Associate Medical Director for Quality Improvement, Massachusetts General Hospital

Tim Rawson, is Lead Designer for the Innovation Learning Network. In this role, he has many responsibilities, including overseeing operations, managing programs, facilitating meetings, developing membership, and serving as a graphic designer. For the past four years, Mr. Rawson has focused on creating meaningful opportunities for health care innovators and designers to collaborate, share, and learn from each other in order to accelerate the spread of design thinking and disruptive innovation.

James Reinertsen, MD, President, The Reinertsen Group, is also Senior Fellow at the Institute for Healthcare Improvement (IHI), leading IHI's Executive Quality Academy, Boards on Board, and Engaging Physicians programs, among other projects. The Reinertsen Group is an independent consulting and teaching practice focused on improving the performance of health care leaders. Dr. Reinertsen has had 15 years of experience as a CEO, and 20 years as a practicing physician. His leadership work has focused on quality improvement, leadership development, and innovative market design. Among other roles, he has been CEO of Park Nicollet Health Services, CEO of CareGroup, Chairman of the Institute for Clinical Systems Improvement, a subcommittee member of the IOM Committee that produced the reports To Err is Human and Crossing the Quality Chasm, and a member of the American Board of Internal Medicine. Dr. Reinertsen received the Eisenberg Award in 2010 for his decades of work helping organizations to achieve meaningful, system-wide improvement in quality and safety.

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

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 participated on the IHI R&D team to create change concepts, design testing in prototype sites, and spread these innovations worldwide.

Jean Rexford is the founder of the Connecticut Center for Patient Safety and has been its Executive Director since 2004. The Connecticut Center for Patient Safety works to promote patient safety, improve the quality of health care and to protect the rights of patients. [[bio is too short and has no info on Rexford's background.

Jim Rhode has served as Chairperson of the Saskatoon Regional Health Authority since 2009. He owns Davis Machine Company (1960) Ltd. and is President of the company; he also co-founded and co-owned Octane Restaurant and Triton All-Terrain in Saskatoon. Mr. Rhode's community involvement includes various positions with the Entrepreneur Organization–Saskatoon Chapter and executive positions with the 2004 Nokia Brier and the 2006 Potash Corp Vanier Cup. He currently serves as Vice President of the Canadian Progress Club–Saskatoon Downtown. After surviving a severe motor vehicle accident in early 2007, Mr. Rhode's firsthand experience of patient care in all three of Saskatoon's hospitals inspired him to give back to the system that cared for him.

Suzanne Rita, RN, MSN, is Improvement Learning Network Manager for Iowa Health System, with responsibility for overseeing the Improvement Learning Network, developing and certifying Improvement Advisers, mentoring



improvement teams, serving as adviser to systemwide efforts, and coaching affiliate leaders on transforming care at the bedside and adaptive design. She is internationally known for her work in fall prevention and has worked with Aligning Forces for Quality and the Institute for Healthcare Improvement (IHI) on the Transforming Care at the Bedside initiative. Ms. Rita is also working on the project Evidence-Based Training and Spread of Teach-Back Techniques for Hospital-to-Home Transitions, sponsored by a Picker Institute grant. She has served on the faculty of the Old Dominion School of Nursing, teaching undergraduate and graduate courses on patient safety, leadership, and critical care nursing. She is currently an Adjunct Faculty Member at Des Moines University's Master in Health Care Administration Program.

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.

Margaret Rodriguez, CST, CSFA, FAST, BS, has 32 years of experience in operating rooms as a Certified Surgical Technologist (CST) and a Certified Surgical First Assistant (CSFA). She began her career as a private neurosurgical scrub/CST, then returned to the OR and pursued higher education. She is now an Associate Professor in the Surgical Technology Program at El Paso Community College. Ms. Rodriguez has been a site visitor for the Accreditation Review Council on Surgical Technology and Surgical Assisting (ARCSTSA), as well as a member of the Board of Directors and Secretary of the Texas State Assembly of the Association of Surgical Technologists (AST), which she currently serves as President. She was a member of the CSFA-Exam Review Committee (CSFA-ERC) for the National Board of Surgical Technology and Surgical Assisting (NBSTSA) and served the [[spell out CSPS]]CSPS Board of Directors as Secretary/Treasurer, Vice Chair, and Chair. Ms. Rodriguez has been a contributing author to two textbooks, a CST exam study guide, and numerous articles in *The Surgical Technologist*.

Neil E. Romanoff, MD, MPH, is Vice President for Medical Affairs at Cedars-Sinai Health System. His areas of responsibility include quality and performance improvement, medical staff services, resource and outcomes management, and hospital epidemiology. Dr. Romanoff also serves as the Chief Patient Safety Officer at Cedars-Sinai, overseeing the organization's patient safety activities.

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.

Enrique Ruelas, MD, MPA, MHSc, Senior Fellow, Institute for Healthcare Improvement

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.

Frederick C. Ryckman, MD, Senior Vice President for Medical Operations, Cincinnati Children's Hospital Medical



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

Blair L. Sadler, 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*.

Marabella Sala, Assistant Director, University of California Davis Health System

Christine E. Sammer, DrPH, RN, FACHE, a registered nurse, is passionately committed to developing a health care delivery system in which no patient is harmed. She currently serves as Director of Quality and Patient Safety in the Office of Clinical Effectiveness of the Adventist Health System. Responsible for providing leadership and support to systemwide facilities in the areas of health care quality and patient safety, she leads innovative quality and safety redesign initiatives, shares best practices and outcomes through publication and presentations, and provides education and training throughout the system. Dr. Sammer is a member of the nursing honor society, Sigma Theta Tau, and a fellow of the American College of Healthcare Executives, and she has published several articles in peer-reviewed journals.

Kenneth E. Sands, MD, MPH, Senior Vice President of Health Care Quality and Director of the Silverman Institute for Health Care Quality and Safety, Beth Israel Deaconess Medical Center, is also an Assistant Professor of Medicine at Harvard Medical School. He received his MD degree from Dartmouth Medical School in 1987 and a Master's in Public Health from Harvard in 1993. He joined the Infectious Disease division at Beth Israel Hospital in 1993 and was the Hospital Epidemiologist there until 1999 when he assumed his current role. Dr. Sands has a continued research interest in patient safety and complications of hospitalization, with particular interest in surveillance methodologies for nosocomial infections. More recent interests have been the detection and prevention of noninfectious healthcare-related adverse events, healthcare systems improvement, and performance improvement education of physician trainees.

Barbara Sappah has been with Southcentral Foundation for six years, beginning in the Administrative Support Training Program and now serving as an Improvement Specialist with an emphasis in workforce development. While working at Southcentral Foundation, she earned her bachelor's degree in Business Administration and Management from Alaska Pacific University, a master's in Organizational Leadership from Gonzaga University, and Professional in Human Resources certification.

David Satcher, MD, PhD, is Director of the Satcher Health Leadership Institute of the Morehouse School of Medicine. When he was sworn in as the 16th Surgeon General of the United States in 1998, Dr. Satcher became the first person to serve the nation as both US Surgeon General and Director of the Centers for Disease Control and Prevention (CDC). Dr. Satcher has held top leadership positions at the Charles R. Drew University for Medicine and Science, Meharry Medical College, and the Morehouse School of Medicine.

Maryjeanne Schaffmeyer, MA, has served in several leadership positions at ThedaCare over the last 20 years. She



is currently the Chief Operating Officer for ThedaCare's Hospital, Care Transitions, and Homecare Division. In this role, Ms. Schaffmeyer supports the spread of the Business Performance System (BPS) throughout the expanded division. Ms. Schaffmeyer was a member of the project team that developed the BPS, and she served as the leader of the pilot unit.

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

Wim Schellekens, MD, Executive Advisor, Dutch Inspectorate, also chairs the board of a national public domain organization in The Netherlands that measures patient experiences. He supports local and national initiatives to improve quality and safety in health care. Dr. Schellekens is an international liaison of IHI and a member of the Strategic Advisory Board of the International Forum on Quality and Safety in Health Care. Previously, he was Chief Medical Officer of the Reinier de Graaf Hospital and CEO of the Dutch Institute for Healthcare Improvement CBO, a national knowledge and support center for quality improvement in health care in The Netherlands. Dr. Schellekens continues to serve as executive advisor for the CBO's "Faster-Better" national program focused on safety, flow and leadership, as well as on implementation and spread in all Dutch hospitals.

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

James E. Schlosser, MD, MBA, Director of the VISN 1 Improvement Resource Office, VA New England Healthcare System, provides strategic leadership for organizational improvement and also serves as the Associate Director of the New England Veterans Engineering Resource Center. Dr. Schlosser previously was Associate Chief of Staff for Ambulatory Care at the Bedford VA Medical Center. He was a founding board member of the Institute for Healthcare Improvement, where he also served as a Senior Fellow and helped develop a national improvement faculty network. He has extensive experience in quality and strategic planning, including serving as a Senior Examiner for the Baldrige National Quality Award. He has designed and led quality training efforts focused on practical strategies for clinical systems improvement.

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



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

Susan D. Scott, RN, MSN, Patient Safety Officer, University of Missouri Health Care, is a doctoral student at Missouri University's Sinclair School of Nursing. She has over 30 years of nursing experience in neonatal intensive care, neonatal-pediatric transport services, nurse consulting, quality improvement, and patient safety. Her research interests include understanding the second victim phenomenon in an attempt to develop effective institutional support networks to help meet interdisciplinary professionals' support needs in the aftermath of unanticipated clinical outcomes and events. She serves as the coordinator of forYOU, the University of Missouri Health Care's peer support network.

Jessica Scott, MD, JD, had been a family physician practicing in primary and urgent care settings for over 10 years when she became interested in health law policy and patient safety and decided to attend law school. Dr. Scott graduated with honors and was admitted to the North Carolina Bar in 2010. She has been a Leadership College Scholar and faculty member with the North Carolina Medical Society; currently, she serves on the Society's ACO (Accountable Care Organization) Task Force and also as a council member for the Health Law Section of the North Carolina Bar Association. Dr. Scott developed and implemented the innovative Integrated Accountability and Collaborative Transparency (IACT) Program for medical disclosure and transparency around medical errors; this voluntary program uses collaborative law for early dispute resolution rather than the more adversarial litigation system, thus enhancing learning opportunities for improved patient safety through better process and system design.

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

Joe Selby, MD, MPH, Executive Director, Patient-Centered Outcomes Research Institute

Edward Septimus, MD, is board-certified in both internal medicine and infectious diseases and currently serves as Medical Director of Infection Prevention and Epidemiology Clinical Services for the Hospital Corporation of America (HCA) Healthcare System. He is also a Professor of Internal Medicine at Texas A and M Medical School. The first recipient of the Infectious Diseases Society of America (IDSA) Annual Clinician Award, Dr. Septimus now serves on the IDSA Guideline Panel on Antimicrobial Stewardship. He is a member of the US Food and Drug Administration (FDA) Anti-Infective Drug Advisory Group and Co-Chair of the National Quality Forum (NQF) Infectious Disease Steering Committee. Dr. Septimus chaired the Antibiotic Stewardship Project of the Institute for Healthcare Improvement (IHI).

Cory Sevin, RN, MSN, NP, Director, Institute for Healthcare Improvement, has 30 years of experience working with both individuals and health care organizations in supporting change for improvement, including 20 years as a nurse practitioner working with adolescents and their families in the areas of health risk behavior change, and working with adults with chronic conditions. She also led primary care practice transformation as Vice President of Operations at Clinica Campesina Family Health Services. Ms. Sevin received her BSN in 1976 from the University of Michigan and



her MSN in 1980 from the University of Cincinnati.

M. Michael Shabot, MD, FACS, FCCM, FACMI, Medical Director of Enterprise Information Services, Cedars-Sinai Medical Center, is also Director of Surgical Intensive Care. He is a member of Cedars-Sinai's Board of Directors and recently served as the organization's Chief of Staff. Dr. Shabot is a Professor of Surgery at the David Greffen School of Medicine at UCLA.

Scott Shappell, PhD, with degrees in psychology and neuroscience, is a Professor of Industrial Engineering at Clemson University. Before joining the Clemson faculty, Dr. Shappell was the Human Factors Research Branch Manager at the Civil Aerospace Medical Institute. He also worked for over 16 years in the US Navy as an aerospace experimental psychologist. Dr. Shappell has published or presented well over 200 papers, books, and presentations in the fields of accident investigation, system safety, spatial disorientation, sustained operations, and fatigue.

Peter Shea, MD, CMO, William W Backus Hospital

Joanne Shear, MS, FNP-BC, National Primary Care Clinical Program Manager, Department of Veterans Affairs, is a national leader involved in the development and implementation of the Veteran Health Administration's (VHA) patient-centered medical home model. VHA is the largest integrated health care organization in the US, serving over 8 million veterans, with a network of 152 medical centers and over 750 community-based practices. Ms. Shear serves VHA as a clinical resource in planning, designing, integrating, implementing, modifying, administering, and evaluating clinical care and national health care policy. She is a consultant to key management officials regarding the collection and analysis of system-wide health care data and trends, including the integration of measures and models for assessing health care trends, care delivery systems, quality, risk, and utilization of resources throughout the nation.

Kristin Shelley RN, MSN, is Nurse Manager of a 30-bed medical-surgical acute care unit. With 10 years of nursing experience and two years in her current role, Ms. Shelley has successfully led her team in various quality improvement projects and initiatives to improve patients' experience. Her leadership in implementing the Institute for Healthcare Improvement (IHI) program Safety Across the System resulted in a transformation of the safety culture and a decrease in fall rates within her unit.

Hanna B. Sherman, MD, FAAP, Program Director for Health Care, Center for Courage and Renewal, is also an educator and consultant with Relationship Centered Health Care. Her work focuses on advancing the roles of self-knowledge, communication, and relationship in professionalism, leadership, and organizational vitality in health care. Her particular interests are in how individual wisdom and collective wisdom are developed and applied in daily work in ways that allow individuals and organizations to offer the best of their service. She leads efforts nationally in relationship-centered culture change in health care, and co-leads Courage to Lead, a leadership development and professional renewal retreat series. Her past roles include course director on professional renewal for the American Academy on Communication in Healthcare and chair of the AAP's special interest group on physician wellness, where she initiated the development of a national policy on physician health and well-being. Dr. Sherman co-founded Partners for ACCESS, an organization supporting a medical clinic, community nurse training program, and community development center in rural Uganda.

Donna M. Siemons, RN, MBA, a registered nurse, is Director for Quality Improvement and Clinical Outcomes at Advocate Health Care and Advocate Physician Partners; for the last 15 years, she has also directed the Advocate Physician Partners' Quality Improvement Program and Department in Performance Improvement Activities. Ms. Siemons coordinates and provides administrative support to the activities of Advocate Physician Partners' Quality Improvement and Credentialing Committees, which focus on the quality improvement, credentialing, and peer review activities of the organization. Ms. Siemons currently serves on the Illinois Quality Improvement Organization (QIO) Governing Body (Teligen). Previously, she was an intensive-care unit nurse, and she also worked in quality and care management with a large national insurance company.



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

Hardeep Singh, MD, is an Assistant Professor of Medicine at the Michael E. DeBakey Veterans Affairs (VA) Medical Center and at Baylor College of Medicine; he is also Chief of the Health Policy and Quality Program at the Houston VA Health Services Research and Development Center of Excellence. His current research is focused on understanding and reducing medical errors in the outpatient setting, especially those that involve missed and delayed diagnosis; increasing the use of health information technology to identify and reduce diagnostic errors; and improving patient safety in electronic health record-based health systems. Prior to embarking on his academic career, Dr. Singh was engaged in full-time private practice.

Dean Sittig, PhD, has research interests centered on the design, development, implementation, and evaluation of all aspects of clinical information systems. He also works on measuring the large-scale impact of clinical information systems and on improving our understanding of both the factors that lead to success and the unintended consequences associated with computer-based clinical decision support and provider order entry systems.

Brian Smedley, PhD, Vice President and Director of Health Policy Institute, Joint Center for Political and Economic Studies

Sally Sobolewski, RN, MSN, Director of Practice Improvement, Visiting Nurse Service of New York, works with leaders and front-line clinicians in designing, testing, and implementing ideas and practices to achieve, exceed, and sustain quality measures and improve patient care, satisfaction, and safety. She has extensive experience in conducting internal Learning Collaboratives, based on the Institute for Healthcare Improvement Breakthrough Collaborative design, in critical areas for home care, including wound management, home health aide partnering, patient satisfaction, and transitional care. Over the last year, she has worked with home care clinicians and administrators in partnering with several local hospitals in cross-collaboration to improve care transitions. Ms. Sobolewski has held a variety of positions in home care since 1978, including an extended tenure at the Visiting Nurse Association of Southeast Michigan and positions in education, including Clinical Instructor at Columbia University School of Nursing from 1991-1993.

Mark Solazzo, MBA, as Executive Vice President and Chief Operating Officer for the North Shore-Long Island Jewish Health System (NSLIJHS), provides leadership and oversight in 15 hospitals, long-term care facilities, a medical research institute, and health care-related businesses. He is responsible for integrating NSLIJHS's strategic plan into its operations and maintaining a culture that features strategic change leadership, excellence in execution, accountability, and commitment to long-term growth and innovation. Previously, as Chief of Staff and Chief Administrative Officer working with NSLIJHS's president and CEO, Mr. Solazzo implemented the health system's strategic objectives and provided management oversight for the development of first-class, cost-effective, and integrated programs to ensure operational and strategic success. In senior-level positions in the New York State Department of Social Services, Mr. Solazzo was responsible for the state's Child Assistance Program, which earned him Harvard's Innovations in Government Award. He is a member of the Healthcare Institute, the Health Management Academy, and the Healthcare Association of New York State.

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 unmatched 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*.

Arjun Srinivasan, MD, as Associate Director for Healthcare Associated Infection Prevention Programs in the Division of Healthcare Quality Promotion at the Centers for Disease Control and Prevention (CDC), is responsible for oversight and coordination of efforts to eliminate health care-associated infections. He led the CDC health care outbreak investigations team and served as Medical Director for the Get Smart for Healthcare campaign, an effort to improve the use of antimicrobials in in-patient health care facilities. Previously, he was an Assistant Professor of Medicine in the Infectious Diseases Division at the Johns Hopkins School of Medicine, where he was Associate Hospital Epidemiologist and Founding Director of the Johns Hopkins Antibiotic Management Program. Dr. Srinivasan's research focuses on outbreak investigations, infection control, multi-drug-resistant gram-negative pathogens, and antimicrobial use. He has published more than 70 articles in peer-reviewed journals and is a member of the Association for Professionals in Infection Control and Epidemiology, the Infectious Diseases Society of America, and the Society for Healthcare Epidemiology of America.

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.

Richard C. Stark, MD, Director of Primary Care Operations, Veterans Health Administration, Department of Veterans Affairs, has played an integral part in developing, leading, and providing guidance to VA facilities on implementation of Patient-Aligned Care Teams (PACT), VA's medical home model. Previously, he was Associate Chief of Staff for Ambulatory Care for the VA New Jersey Health Care System, where he managed Primary Care for two Medical Centers and ten Community Based Outpatient Clinics (CBOC) as well as other outpatient services such as Emergency Medicine, Compensation & Pension (C&P), and VA/DoD Sharing Agreements at Fort Dix and McGuire AFB while maintaining an active practice as a primary care provider. He is a graduate of Colgate University and New Jersey Medical School, trained in Internal Medicine at the University of Medicine and Dentistry of New Jersey, and is board certified in Internal Medicine. In addition to his work with the Primary Care program office and PACT, Dr. Stark chairs the VHA Outpatient Systems Redesign Steering Subcommittee and serves on a number of national committees.

Airica Steed, RN, MBA, EdD, LSSMBB, is Enterprise Chief Experience Officer (CXO) for the University of Illinois Hospital and Health Sciences System, where she also serves on the faculty. Ms. Steed is charged with spearheading an enterprise-wide cultural transformation effort to elevate the customer experience and with leading large-scale strategy initiatives across the health system and university using Lean management and other change leadership methods. To a solid background in transformational and thought leadership, business operations and strategy, operations improvement, service excellence, and program management Ms. Steed brings best practice approaches inclusive of Lean Six Sigma, a Malcolm Baldrige framework, and change leadership principles. Active in the industry at regional, national, and international conferences and seminars, she has published in peer-reviewed publications and served on the Board of Examiners for the Malcolm Baldrige National Quality Award.

Jim Stephens, RN, BSN, MBA, has worked in health care for 30 years and for most of that time has been employed in leadership, quality, and post-acute operations. Recently, he has focused on quality, patient safety, and hospice and home care. Mr. Stephens currently holds the position of Vice President of Quality and Hospice and Home Care for Mercy Health Partners. In this role, he is responsible for ensuring the organization's compliance with regulatory and



accreditation bodies, promoting a culture of quality and safety, and overseeing the operations of two key post-acute services.

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

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

Matt Stiefel, MPA, Senior Director, Center for Population Health, Care Management Institute, Kaiser Permanente, was a 2008-2009 George W. Merck Fellow at the Institute for Healthcare Improvement. He started with Kaiser Permanente (KP) in 1981 as a Medical Economist in KP's Program Offices, and joined the Care Management Institute as the Director of Measurement in 1998 and became Associate Director in 2000. Previously he held various management positions in KP Northwest, directing planning, marketing, and medical economics. Prior to joining KP, Mr. Stiefel 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 recently completed coursework toward an MS in Epidemiology at the Harvard School of Public Health, coursework in the Systems Science PhD Program at Portland State University, a master's degree in Public Administration from Wharton, and a bachelor's degree from Stanford. His primary areas of focus include individual health status and population health measurement and improvement.

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

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

Charleen Tachibana, RN, MN, Senior Vice President, Hospital Administrator and Chief Nursing Officer, Virginia Mason Medical Center, has received extensive training in the Toyota Production System methodology, including study missions in Japan, over the last ten years. She maintains Certification in Lean methodology and has lectured and



consulted internationally on application of the principles and methods of the Toyota Production System to health care. She continues to work extensively in leading systematic changes to improve clinical processes and increase the amount of direct care time nurses spend with patients.

Aswita Tan-McGrory, MSPH, is Operations Manager at Massachusetts General Hospital. Previously, she worked in the areas of women's health, HIV education and prevention, homelessness, and prenatal/OB care for the underserved. She received her Masters of Science in Public Health with a concentration in parasitology at Tulane University School of Public Health and Tropical Medicine after she spent two years in rural Nigeria, West Africa, on water sanitation and guinea worm eradication projects with the Peace Corps.

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.

Lily Thomas, PhD, RN, is Vice President of System Nursing Research at the North Shore–Long Island Jewish Health System (NSLIJHS), with responsibility for facilitating research, innovations, and evidence-based interventions to improve patient care and patient care delivery systems. Her contributions to patient safety have included testing the implementation of a hand-off strategy at bedside, implementing TeamSTEPPS, and working to prevent falls and harm from falls. Dr. Thomas is involved in multiple studies and projects focused on improving patient safety. She was appointed to the Inaugural Steering Council of the national Improvement Science Research Network in 2009, and she presents regularly at local, regional, and national forums.

Bonnie Thompson, COO/CNO, Providence Seaside Hospital

Jeffrey E. Thompson, MD, Chief Executive Officer, Gundersen Lutheran Health System, is also Chairman of the Board of the La Crosse Medical Health Science Consortium. He is a practicing Pediatric Intensivist and Neonatologist, and a founding member and past Board Chair of the Wisconsin Collaborative for Healthcare Quality. From 1992 to 1996, he was a board member of Gundersen Clinic and 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. He served as Executive Vice President from 1995 to 2001. Dr. Thompson has authored numerous articles, book chapters, and abstracts on many health care topics.

Cheryl Toledo, MPH, works in the Lean Promotion Office of the Contra Costa Regional Medical Center and Health Centers as a Population Health Specialist. Her interests include utilizing video and new media as tools to drive health care improvement and improve access and quality of care for those most vulnerable to health disparities. Ms. Toledo earned a master's degree in health policy and management from the University of California at Berkeley's School of Public Health.

Rob Tollenaar, MD, PhD, an expert on colorectal cancer and breast cancer, especially hereditary breast cancer, is Head of the Department of Surgical Oncology at the Leiden University Medical Center (LUMC). He previously served as Head of Gastrointestinal, Endocrine, and Surgical Oncology at the LUMC. Dr. Tollenaar's research focuses on early detection and improvement of prognostic profiling in cancer and also on the quality of cancer care in the Netherlands. He co-founded the Dutch Surgical Colorectal Audit and Dutch Institute for Clinical Auditing, which he has served as Chairman since 2011 and he is currently also Chairman of the Dutch Society of Surgical Oncology.



Jackie Tonkel, Vice President, Pascal Metrics Inc.

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

Ori Tzvieli, MD, MS, serves as the Medical Staff President at Contra Costa Regional Medical Center (CCRMC) and Health Centers (HC), a role to which he brings a passion for fostering human connection in medical settings. For the past 12 years, he has worked at CCRMC/HC in both the inpatient and outpatient spheres and as a clinician and teacher at the Family Practice Residency. Dr. Tzvieli earned his master's degree from the University of California at Berkeley's School of Public Health and his MD from the UC San Francisco School of Medicine.

Michael K. VanDerhoef is President of the Virginia Mason Foundation, which supports the Virginia Mason Health System. He is also Vice President for Patient Service at Virginia Mason Medical Center, with responsibility for the customer service program and for Bailey Boushay House, a skilled nursing facility. As a fund-raising professional for more than 25 years, Mr. VanDerhoef has worked for a variety of organizations, consulted to many not-for-profit clients, and worked with leading health care, arts, cultural, environmental, religious, educational, and social service organizations in the US and Canada. Under his leadership, the Virginia Mason Foundation and Bailey-Boushay House have implemented the principles of the Toyota Production System as part of Virginia Mason Medical Center's development of the Virginia Mason Production System; both the medical center and the foundation have been nationally recognized for these innovations in process improvements and outcomes. Mr. VanDerhoef is a frequent presenter at development conferences in the areas of development operations and strategy, benchmarking, and performance.

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

Kris Vanhaecht, RN, MSc, PhD, an Institute for Healthcare Improvement (IHI) Improvement Adviser (wave 21), teaches quality in health care at the School of Public Health at the University of Leuven and serves on the faculty of Leuven's IHI Open School Chapter. His main research interest is the organization of care and care pathways, and at the School of Public Health's Center for Health Services and Nursing Research he coordinates a research group doing work in these areas. Dr. Vanhaecht recently launched a new research line at the University of Leuven on second and third victims after adverse events. He is also the Academic Lead of the Belgian Dutch Clinical Pathway Network and Secretary General of the European Pathway Association.

Jennifer Verma, MSc, BJH, as Director of the Collaboration for Innovation and Improvement with the Canadian Foundation for Healthcare Improvement (CFHI), is responsible for the start-up of large-scale health system improvement partnerships across regions, provinces, and territories in Canada. Ms. Verma brings expertise in applied health services research and experience in sharing and spreading evidence-informed health care solutions. She has developed and led a variety of knowledge exchange products at CFHI, most notably Mythbusters and the Mythbusters



Teaching Resource. Previously, Ms. Verma worked in a regional health authority as well as in communications and broadcast journalism in Newfoundland.

Mary Ann Vincent, RN, BSN, MBA, Vice President of Performance Improvement at St. Joseph Hospital, is a nurse executive with over 25 years of health care operations experience. Ms. Vincent is responsible for guiding, building, and leading the hospital's performance improvement functions, including clinical outcomes, physician peer review, patient safety, infection control, operational improvements, service quality, and organizational and accreditation readiness, and she also leads the Lean Improvement System known as the St. Joseph Way.

Susan Vitolins, RN, CPHQ, is Director of Patient Safety and Quality Improvement for Samaritan and St. Mary's Hospitals, Troy Division of St. Peter's Healthcare Partners. Ms. Vitolins is a Registered Nurse with a medical-surgical and critical care background, as well as a Certified Professional in Healthcare Quality. For many years, she has led patient safety and quality improvement efforts in community hospitals.

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

Amy R. Wasserman, MS, as Manager for Organizational Development at Beth Israel Deaconess Medical Center, is focused on building a pipeline of future leaders. In this role, she teaches management courses, coaches physicians and administrative leaders, and consults with departments on teamwork, conflict, and strategic planning issues. Ms. Wasserman has brought her interest in change management, coaching, talent management, conflict resolution, retreat facilitation, and instructional design to her work in a variety of industries, including health care, telecommunications, defense, and education. She is a member of the Society for Industrial/Organizational Psychologists and the American Psychological Association. Ms. Wasserman is a certified Myers-Briggs instructor and Six Sigma specialist, and she has completed the Lore Coaching Program.

Beth A. Waterman, RN, MBA, is Vice President for Health Improvement and Care Innovation at HealthPartners. She was previously Vice President for Primary Care and Clinic Operations for HealthPartners Medical Group and Clinics, and also the Project Director for the organization's participation in the IHI/RWJF Pursuing Perfection initiative.

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.

Sam R. Watson, Executive Director, Michigan Health and Hospital Association (MHA) Keystone Center for Patient Safety and Quality, is also Senior Vice President for Patient Safety and Quality at MHA. His responsibilities include serving as the MHA liaison with The Joint Commission and other agencies relating to health care quality and patient safety. Mr. Watson also works in conjunction with the Blue Cross Blue Shield of Michigan on Pay for Performance and speaks nationally on patient safety. Previously he was Senior Director of Clinical Performance Measurement in the MHA Service Corporation, where he was responsible for the national operations of a clinical data collection software program and led the development and support of a clinical data abstraction software to capture and report on evidence-based measures.

Patty Webster, MPH, serves as an Improvement Advisor and faculty for the Institute for Healthcare Improvement's



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

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

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

Dominique Wells, RN, is Nurse Manager of Preadmission Testing and Same-Day Surgery and the Post-Anesthesia Care Unit at Catholic Health Partners' Mercy Hospital Anderson. She has worked for 13 years in the Department of Perioperative Services as a staff nurse and clinical coordinator. Previously, she worked in the telemetry unit at the Christ Hospital. Ms. Wells has been instrumental in providing informatics support to all Catholic Health Partners facilities for the EPIC CarePATH electronic medical record and is considered an expert resource for physician and nursing documentation for the system. While still providing direct patient care, she began working with the Institute for Healthcare Improvement's Safety Across the System initiative, and her experience on the frontline staff was critical to helping her team understand the IHI concepts and fostering positive cultural change throughout Mercy Health. This innovative approach and the insights it provides influenced not only the Mercy Health culture but overall outcome measures for patient safety.

David Wennberg, Chief Scientist, The Dartmouth Institute for Health Policy and Clinical Practice

Jerffrey Wetherhold, M.Ed., Research and Development Manager, Institute for Healthcare Improvement

Eli White, BA, RRT, AE-C, BB, has worked in health care for over 15 years, primarily in operational management, and he currently holds the position of Vice President of Operations and Systems Effectiveness for Mercy Health Partners. In this role, Dr. White is responsible for creating and sustaining a culture of operational excellence, which, for the seven last years, has been his area of greatest interest. Mr. White is certified in Lean and Six Sigma improvement methodologies.

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.

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

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

Dan Wolterman, MBA, MHA, has 32 years of health care leadership experience in large national and regional health systems. Currently, he is President and Chief Executive Officer of Memorial Hermann Health System, a \$4 billion net revenue system serving the greater Houston region through 14 hospitals, 132 ambulatory service sites, and a large academic medical center with its partner institution, the University of Texas Medical School at Houston. Prior to his tenure at Memorial Hermann, Mr. Wolterman worked as a chief executive officer or chief operating officer in departments of the largest Catholic health system in the country.

Warren Wong, MD, is a consultant geriatrician at Kaiser Permanente in Hawaii. Dr. Wong designed Senior Segmentation, a strategy for population care of older adults that is being implemented throughout Kaiser Permanente. His current work is focused on the transformation of care for older adults at Kaiser Permanente. In 2011, Dr. Wong was a Merck Fellow at the Institute for Healthcare Improvement (IHI).

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

Michael Wouters, MD, a surgical oncologist at the Netherlands Cancer Institute, specializes in the surgical treatment of thoracic malignancies and advanced melanoma. He is the author of the Dutch Cancer Society's "Quality of Cancer Care" report that led to the concentration of complex oncological treatments in specialized centers in the Netherlands. For this work, Dr. Wouters received the first "IQ Award" for a scientific article on quality of care that changed medical practice in the Netherlands. Dr. Wouters is President of the Dutch Association of Surgical Oncologists and co-founded the Dutch Institute for Clinical Auditing (DICA) to collect, analyze, and provide feedback on benchmarked data on quality of care to Dutch hospitals and individual medical specialists. At DICA, he is Chief Scientific Officer, with responsibility for data collection, analyses, and (scientific) reporting.



Glenda L. Wrenn, MD, MSHP, is Assistant Professor of Clinical Psychiatry at Morehouse School of Medicine, where she serves as Associate Project Director of the Satcher Health Leadership Institute Integrated Care Initiative and Associate Training Director for the Adult Psychiatry Residency Program. Prior to joining the Morehouse faculty, she was a Robert Wood Johnson Clinical Scholar and Senior Fellow at the Leonard Davis Institute for Health Economics at the University of Pennsylvania. Her research background includes work in help-seeking for mental health care among vulnerable populations and fostering resilience to trauma. She has authored several book chapters and peer-reviewed articles related to trauma, resilience, and treatment-seeking for post-traumatic stress disorder (PTSD).

Suzanna Wright, RT, MSM, CSSBB, is Director of Organizational Excellence and Innovation at Schneck Medical Center, with responsibility for the oversight of continuous and performance improvement initiatives throughout the organization using the Baldrige National Quality Program. She also oversees the reporting and improvement of publicly reported data, including core measures. Ms. Wright began her career at Schneck Medical Center 11 years ago in the Radiology Department and has worked in health care for over 25 years. She has five years of experience as a Senior National Baldrige Examiner and has received her Six Sigma Black Belt certification from the American Society of Quality (ASQ). Ms. Wright is a board member of ASQ's South Central Indiana Section, as well as an adjunct instructor with Oakland City University.

Albert W. Wu, MD, MPH, a practicing internist, is Professor of Health Policy and Management at the Johns Hopkins Bloomberg School of Public Health and Director of the Center for Health Services and Outcomes Research. A student of medical errors since 1988, Dr. Wu coined the term "second victim" in a British Medical Journal article published in 2000. He has served as a member of the Institute of Medicine (IOM) committee on preventing medication errors and was Senior Adviser to the World Health Organization (WHO) on patient safety. Dr. Wu is the author of over 300 peer-reviewed publications and was editor of the Joint Commission book *The Value of Close Calls in Improving Patient Safety*.

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

Deborah Yokoe, MD, Hospital Epidemiologist, Brigham and Women's Hospital

Scott Young, MD, Associate Executive Director for Clinical Care and Innovation, Kaiser Permanente's Care Management Institute

Helen Zak is the President and Chief Operating Officer of the Healthcare Value Leaders Network. Founded in 2009, the Healthcare Value Leaders Network is a partnership between the Lean Enterprise Institute and the ThedaCare Center for Healthcare Value. She has 25 years of Lean leadership and implementation experience in a wide range of industries.

Mark Ziegler, MD, is a partner in Anesthesia and Intensive Care Consultants, which provides anesthesia coverage for Mercy Hospital Anderson, a growing community hospital. He has been active in hospital quality improvement efforts and is passionately committed to continued improvement in the efficiency and quality of medical care in today's rapidly changing medical delivery systems. Dr. Ziegler received his medical training at the University of Cincinnati

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