

Patient-Centered Outcomes Research Institute

What Should PCORI Study? A Call for Topics from Patients and Stakeholders

December 4, 2012 | Hilton Alexandria Mark Center
5000 Seminary Road, Alexandria, VA

Workshop Leaders

The *What Should PCORI Study? A Call for Topics from Patients and Stakeholders* workshop is being led by PCORI's Director of Stakeholder Engagement, Susan Hildebrant. She is joined by a group of dedicated and passionate facilitators who will guide you through this workshop's activities. Their pictures and brief background information is provided below, so that you can get to know them better and recognize a familiar face when you arrive.

Workshop Facilitators

Joe Selby, MD, MPH

Executive Director
Patient-Centered Outcomes Research Institute



Joe Selby is the first Executive Director of the Patient-Centered Outcomes Research Institute (PCORI). A family physician, clinical epidemiologist and health services researcher, Joe has more than 35 years of experience in patient care, research and administration. He is responsible for identifying strategic issues and opportunities for PCORI and implementing and administering programs authorized by the PCORI Board of Governors. Joe joined PCORI from Kaiser Permanente, Northern California, where he was Director of the Division of Research for 13 years and oversaw a department of more than 50 investigators and 500 research staff working on more than 250 ongoing studies. He was with Kaiser Permanente for 27 years. An accomplished researcher, Joe has authored more than 200 peer-reviewed articles and continues to conduct research, primarily in the areas of diabetes outcomes and quality improvement. His publications cover a spectrum of topics, including effectiveness studies of colorectal cancer screening strategies; treatment effectiveness, population management and disparities in diabetes mellitus; primary care delivery and quality measurement.

Anne Beal, MD, MPH

Chief Operating Officer
Patient-Centered Outcomes Research Institute



Anne C. Beal is chief operating officer of the Patient-Centered Outcomes Research Institute. A pediatrician and public health specialist, she has devoted her career to providing access to high-quality health care through the delivery of health care services, teaching, research, public health, and philanthropy. As PCORI's first COO, Beal is responsible for ensuring PCORI develops the structure and capacity needed to carry out its mission as the nation's largest research institute focused on patient-centered outcomes research. Anne joins PCORI from the Aetna Foundation, the independent charitable and philanthropic arm of Aetna Inc. As president, she led the foundations work on improving health care in the U.S., particularly for vulnerable patient groups. is also the author of *The Black Parenting Book: Caring for Our Children in the First Five Years*. Dr. Beal has been a pediatric commentator and medical correspondent for *Essence* magazine, *The American Baby Show*, ABC News, and NBC News. Anne holds a B.A. from Brown University, an M.D. from Cornell University Medical College, and an M.P.H. from Columbia University. She completed her internship, residency, and National Research Service Award fellowship at Albert Einstein College of Medicine/Montefiore Medical Center in the Bronx.

Susan Hildebrandt, MA

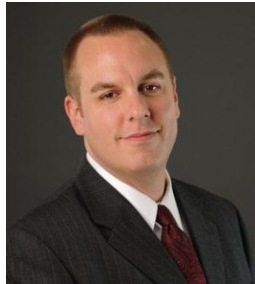
Director, Stakeholder Engagement
Patient-Centered Outcomes Research Institute



Susan Hildebrandt is the Director of Stakeholder Engagement for the Patient-Centered Outcomes Research Institute (PCORI). She is responsible for leading PCORI's engagement with clinicians, policymakers, professional audiences and the broader health care community. Hildebrandt is an experienced government relations professional with longstanding knowledge of patient-centered research. She has more than 25 years of communications, public policy and health care advocacy experience. Most recently, Hildebrandt was Assistant Director for Government Relations at the American Academy of Family Physicians (AAFP). At the AAFP, Hildebrandt worked on policy issues including comparative effectiveness research, health care reform, delivery system reform, research, and health information technology, among others. She earned her bachelor's degree with distinction in Political Science and German from the University of Michigan, and a master's degree at the University of Pennsylvania.

Greg Martin

Deputy Director, Stakeholder Engagement
Patient-Centered Outcomes Research Institute



Greg Martin is the Deputy Director of Stakeholder Engagement for the Patient-Centered Outcomes Research Institute (PCORI). He is responsible for leading PCORI's state- and local-level engagement with clinicians, policymakers, professional audiences and the broader health care community. An experienced state health policy and state government affairs professional, Greg previously served the American Academy of Family Physicians (AAFP) and National Conference of State Legislatures (NCSL). In his prior role, Greg was responsible for leading AAFP's governmental advocacy assistance to its state and territorial chapters, including research on issues such as health reform implementation, Medicaid and the patient-centered medical home. With NCSL, Greg served as staff to the Forum for State Health Policy Leadership, providing analysis and technical assistance to legislators and legislative staff on a range of issues, including Medicaid, CHIP and health information technology. Greg received his bachelor's degree in political science from Mary Washington College in Fredericksburg, Virginia.

Susan E. Sheridan, MIM, MBA

Director of Patient Engagement
Patient-Centered Outcomes Research Institute



Sue became involved in patient safety after her family experienced two serious medical system failures. Her husband, Pat, died in 2002 after his diagnosis of spinal cancer failed to be communicated. Their son, Cal, suffered brain damage called kernicterus five days after his birth in 1995 when his neonatal jaundice was untreated. She is Co-Founder and Past President of Parents of Infants and Children with Kernicterus, which works in partnership with private and public health agencies to eradicate kernicterus. In 2004, Sue was asked to lead the World Health Organization's Patients for Patient Safety initiative, a program under the WHO Patient Safety Program who embraces the collective wisdom of the patient, patient empowerment and patient centered care. She speaks frequently on patient safety and legal reform at national and international events and was named to *Modern Healthcare's* list of Top 25 Women in Healthcare as well as *Modern Healthcare's* 100 Most Powerful People in Healthcare. Sue received her BA from Albion College and her MIM and MBA from Thunderbird School of Global Management.

David Hickman, MD, MPH

Scientific Program Leader/Director, Comparative Assessment of Options Research Patient-Centered Outcomes Research Institute



David H. Hickam, M.D., M.P.H., is the Director of the Program on the Assessment of Prevention, Diagnosis, and Treatment Options. He is a specialist in internal medicine and has 30 years of experience as a health services researcher. His past research has focused on strategies for improving healthcare outcomes among adults with chronic diseases. He is responsible for developing PCORI's research program that evaluates comparisons among alternative clinical strategies in a broad range of clinical domains. He also provides staff support to the PCORI Methodology Committee. Dr. Hickam previously held the rank of Professor in the Department of Medicine at Oregon Health and Science University (OHSU). He also held a joint faculty appointment in OHSU's Department of Medical Informatics and Epidemiology. His research has focused on implementation of systems to improve care among adults with chronic diseases. He has expertise in a broad range of both quantitative and qualitative research methodologies. In 2005 he became the founding Director of the John M. Eisenberg Clinical Decisions and Communications Science Center, funded by the Agency for Healthcare Research and Quality. The Eisenberg Center has developed innovative approaches for helping people use evidence-based information to participate in decision making about their health care. He has chaired a Scientific Merit Review Board for the Health Services Research and Development Program of the Department of Veterans Affairs and also has served as a member of grant review study sections for the National Institutes of Health. Dr. Hickam received his bachelor degree from Stanford University, an MD degree from the University of California San Francisco, and a master in public health degree from the University of California Berkeley. He completed internal medicine residency and fellowship training at Stanford University.

Chad Boulton, MD, MPH, MBA

Scientific Program Leader/Director, Improving Healthcare Systems Patient-Centered Outcomes Research Institute



Chad Boulton, MD, MPH, MBA, is the director of the Healthcare Systems Improvement program of the Patient-Centered Outcomes Research Institute (PCORI). Dr. Boulton came to PCORI from the Johns Hopkins University, where he was a Professor of Health Policy and Management at the Bloomberg School of Public Health and he held joint appointments on the faculties of the Schools of Medicine and Nursing. He has been a teacher, a researcher and a board-certified physician in Family Medicine and Geriatrics. Dr. Boulton has extensive experience in developing, testing, evaluating, and diffusing new models of health care for older persons with chronic conditions. He has published two books and more than 80 articles in biomedical scientific journals. From 2000-2005, he edited the "Models and Systems of Geriatric Care" section of the Journal of the American Geriatrics Society, and he has reviewed manuscripts for 20 scientific journals and served as a grant reviewer on study sections of the NIA and AHRQ. During 2009-2011, Dr. Boulton served as a "Health and Aging Policy Fellow" and a Senior Advisor for Geriatrics and Long-Term Care at the Centers for Medicare & Medicaid Services (CMS).

Bill Silberg

Director of Communications
Patient-Centered Outcomes Research Institute



Bill Silberg is the Director of Communications for the Patient-Centered Outcomes Research Institute. He is responsible for developing and implementing PCORI's strategic communications plan, managing media engagement, and assisting in the formation of strategies to broadly disseminate health information generated by PCORI-supported research. Silberg brings more than three decades of experience in communications and publishing to PCORI, and joined the Institute from Silberg Consulting and the American Journal of Preventive Medicine, where he was editor-at-large. Previously, Silberg held positions as Vice President for Publishing and Communication at the New York Academy of Sciences, Senior Vice president for Communications and Publishing at the Commonwealth Fund, and Senior Vice President and Executive Editor at Medscape. He spent 13 years at the American Medical Association, holding numerous editorial positions, including web editor at the Journal of the American Medical Association. Silberg began his career as a reporter, editor, and eventually bureau manager at United Press International. He earned his bachelor's degree in Natural Resources from Cornell University.

Kara Odom Walker, MD, MPH, MSHS

Scientist
Patient-Centered Outcomes Research Institute



Kara Odom Walker, MD, MPH, MSHS joined PCORI from the University of California, San Francisco, where she was an Assistant Clinical Professor in Family and Community Medicine and spent her time seeing patients in a primary care setting, teaching medical students, residents and pursuing health services research. Her research focused on improving healthcare delivery through integrated care, with a special interest in vulnerable populations. In particular, she developed new survey measures to assess the patient experience of integrated care while on faculty at UCSF. During her fellowship with the Robert Wood Johnson Clinical Scholars Program at University of California-Los Angeles, she designed and conducted a survey of South Los Angeles older residents to understand the effect of closure of a large safety net hospital and worked with community partners to provide policy recommendations to reopen the hospital. During that time, she was trained in community based participatory research methods and obtained a Masters' of Science in Health Services. Dr. Walker completed her Family and Community Medicine residency at University of California- San Francisco/San Francisco General Hospital. She is also a graduate of Jefferson Medical College of Thomas Jefferson University and Johns Hopkins School of Public Health with a Masters of Public Health with a concentration of Health Policy and Management. Her undergraduate degree in chemical engineering was obtained from the University of Delaware.

Rachael Fleurence, PhD

Scientist
Patient-Centered Outcomes Research Institute



Rachael Fleurence is a scientist at the Patient-Centered Outcomes Research Institute (PCORI). She is responsible for PCORI's research prioritization process in collaboration with PCORI staff, the Board of Governors, the Methodology Committee and patients and stakeholders. Rachael is an expert in systematic reviews and evidence synthesis and over the past several years has focused on using these methods in comparative effectiveness research. She served as chair of the International Society of Pharmacoeconomics and Outcomes Research's (ISPOR's) Health Policy Special Interest Group, Value Based Health Care, during the 2011-12 and co-chaired the 2011 ISPOR issue panel review committee for the Society's sixteenth annual meeting. She is an associate editor of the journal *Health Outcomes Research in Medicine*. She is also coediting a volume on comparative effectiveness for an upcoming handbook on health services research. Rachael received a doctorate in health sciences and a master's degree in health economics from the University of York, in the United Kingdom, and a master's degree in business management from Ecole Supérieure des Sciences Economiques et Commerciales in Paris.

Lori Frank, PhD

Director, Engagement Research
Patient-Centered Outcomes Research Institute



Lori Frank is the Director of Engagement Research at the Patient-Centered Outcomes Research Institute (PCORI). Her current research focus is on bringing the patient perspective to comparative effectiveness research to enhance the meaningfulness of outcomes and to improve decision-making by healthcare consumers and providers. Prior to joining PCORI, Lori worked as a Director in Health Outcomes and Pharmacoeconomics at MedImmune, LLC with a focus on oncology, and prior to that she spent over 13 years with MEDTAP International/ United BioSource Corporation, where she was Senior Research Leader and Executive Director of the Center for Health Outcomes Research. Her research on patient-based health outcomes assessment centers on psychiatric disorders. Her other work addresses psychological, ethical, and legal aspects of memory screening and medical treatment decision making by older adult patients. She serves on the Memory Screening Advisory Board of the Alzheimer's Foundation of America, bringing the patient perspective to this work to maximize patient autonomy and optimize patient and caregiver care decision-making.

Lorraine Bell, RN, JD, M.P.H.,

**Senior Project Associate, Engagement
Patient-Centered Outcomes Research Institute.**



E. Lorraine Bell, RN, JD, M.P.H., is a Senior Project Associate on the PCORI Engagement Team. Her professional experience includes planning, developing, implementing and improving health and wellness programs for at-risk populations. Prior to PCORI, Ms. Bell was a Senior Project Officer with the National Academy of Science - Institute of Medicine (IOM) where she led an important study on Living Well with Chronic Disease. Prior to the IOM, Ms. Bell was a Senior Associate with Abt Associates, Inc. in Bethesda, Md. At Abt, Ms. Bell managed components of large projects and a series of smaller federally and privately funded projects, and employed qualitative research methods, expert consultation and technical assistance to ensure the optimal development of strategies and reports for health and mental programs. Ms. Bell's career tenure also includes working as a Senior Health Analyst within the Military Health Service (TRICARE), as well as serving as the Director of Health Services at a Medicaid managed care HMO in Washington, DC. Ms. Bell holds a BA in Sociology and BS in Nursing from the University of Rochester; a JD from the State University of New York at Buffalo; and a Master in Public Health from The Johns Hopkins University, Bloomberg School of Public Health.

Aingyea Kellom, MPA

**Project Associate, Engagement
Patient-Centered Outcomes Research Institute**



Aingyea Kellom, MPA, is a Project Associate for the Patient Engagement team at the Patient-Centered Outcomes Research Institute. In this role, she is responsible for providing leadership and management of multi-faceted projects dedicated to PCORI's objectives related to patient engagement. Aingyea's previous experience includes managing city-wide volunteerism efforts, bookkeeping and human resource management for non-profit and community development initiatives. Prior to joining PCORI, Aingyea earned a Master of Public Administration degree from the City University of New York as a National Urban Fellow and a member of the Pi Alpha Alpha Honor Society. Aingyea also holds a BA in Urban Studies with minors in Economics and Africana Studies from Rutgers University-New Brunswick. She was one of seven chosen in the highly competitive Project L/Earn Program with the Institute for Health, Health Care Policy and Aging Research. Her research project focused on whether dual treatment for co-occurring disorders can reduce non-violent offenses in urban areas. She also earned a certificate in Nonprofit Management at the College of New Jersey.

Martin J. Hatlie, JD

Chief Executive Officer
Project Patient Care



Martin Hatlie is CEO of Project Patient Care whose mission is to mobilize the diverse healthcare stakeholders in metropolitan Chicago to provide the best possible care to every patient every time, by eliminating preventable harm and implementing systemic change to ensure consistent excellence. Drawing on experience as a civil rights attorney, malpractice defense litigator, lobbyist and coalition-builder, Martin is active in both public and organizational policy development on patient safety, litigation reform and patient safety issues. He works extensively with consumers and organizations to foster the cultural paradigm shift necessary to support a patient-centered, systems-based approach to the delivery of healthcare services. Martin is co-editor of the *Patient Safety Handbook*, a leading textbook in the field of patient safety, and he has authored numerous articles addressing patient safety and medical liability issues. He has organized and facilitated patient safety workshops for the World Health Organization across the globe.

Jonathan Peck, MA

President and Senior Futurist
Institute for Alternative Futures



Jonathan Peck provides a wide range of research, consulting, speaking, meeting design and facilitation services. A certified Myers-Briggs Type Indicator (MBTI) practitioner, Jonathan has integrated psychological patterns and insights into his facilitation of vision, mission, and strategic processes for corporations, organizations and government agencies. He led IAF's *2019: Health Care That Works for All* project, which has sketched out a visionary outcome of ten years of U.S. healthcare reform. His work on the future of health spans scientific, economic, political and social changes that can be addressed with an understanding of complex systems dynamics. Jonathan has co-authored two books and written numerous articles which have been published in *Business and Health*, *Pharmaceutical Executive*, *Food & Drug Law Review*, *Clinical Cancer Research*, *The Monitor*, *Futures Research Quarterly* and many other publications. Jonathan received his Master's degree at the Futures Studies Program in the Political Science Department of the University of Hawaii.

Workshop Presenters

The workshop will benefit from an impressive group of expert presenters, listed below, who will share their success patient-centered research.

Greg Biggers

Chief Instigator & CEO
Invoke Health/Genomera/Genetic Alliance



Greg Biggers is a patient, caregiver, and a champion for the consumer voice across all of health care and research. As founding instigator at Invoke Health, he leads this 18 month project to accelerate the consumer-centric movement in health. He serves on the Council of Genetic Alliance, a leading health advocacy organization transforming health through dissolving boundaries and fostering dialogue among all stakeholders. He is also CEO at Genomera, a community fueling the participant-driven research movement, where people move from subjects to research collaborators, and where patients (Genomera just calls them people) drive the agenda and engage with one another to grow and test health science evidence. Mr. Biggers also serves on the board of an elementary school, a community development organization, and advises startups. With over 20 years experience in executive, investor, and founder roles in software and Internet companies, he has spent most of his career focused on growing human collaboration and engagement.

Rebecca J. Culyba PhD

Alliance of Community Health Plans

Rebecca J. Culyba PhD has over ten years of research experience in social science, public health, and community-based research and evaluation projects in the United States, South Africa, and the United Kingdom. She has worked with a variety of federal, state, and local governments. Dr. Culyba also has extensive experience collaborating with and providing technical assistance to community partners in quality management, database development, needs assessment, program evaluation, and health services research. Dr. Culyba serves as the Associate Director of Research and Evaluation at the Southeast AIDS Training and Education Center (SEATEC), Emory University School of Medicine. In this role, Dr. Culyba is responsible for developing and implementing evaluation programs for the clinical training program in a six-state region as well as managing a comprehensive continuous quality-improvement program to monitor training quality and impact. Dr. Culyba received her doctorate from Northwestern University where she specialized in medical and organizational sociology. Her dissertation explored the paradox of classification as both a social process and standardizing force in health delivery system.

Helen Haskell

Founder and President Mothers Against Medical Errors



Helen Haskell is founder and president of Mothers Against Medical Error, a network of patients and patient safety advocates specializing in education for patients and support for those who have suffered medical injury. For Helen, patient safety is a calling to which she was brought by the death of her fifteen-year-old son Lewis, who died from preventable errors in a South Carolina teaching hospital. In 2005, Helen helped put together a coalition of patients, policymakers, and healthcare providers to pass the Lewis Blackman Patient Safety Act, the first of several South Carolina legislative initiatives addressing healthcare safety and transparency. In 2007, the state of South Carolina created the Lewis Blackman Chair of Patient Safety and Clinical Effectiveness, an endowed professorship named in honor of her deceased son. Helen is actively involved in statewide patient safety and quality improvement efforts in South Carolina and collaborates on a national and international level with other consumer and professional organizations on patient-oriented quality improvement programs, including infection disclosure and prevention, patient-activated rapid response systems, and disclosure of medical error, among others.

Helen is also a member of the workshop planning committee.

Ardis Dee Hoven, MD

President-elect American Medical Association



Ardis Dee Hoven, MD, an internal medicine and infectious disease specialist in Lexington, Ky., was elected president-elect of the American Medical Association (AMA) in June 2012. Dr. Hoven's involvement at the state level has been extensive. She was president of the Kentucky Medical Association from 1993 to 1994 and served as a delegate to the AMA from Kentucky prior to her election to the AMA-BOT. She has also been actively involved in medical staff issues at her local hospital and has held a variety of positions, including president of the medical staff, member of the board of directors and president of the hospital foundation board. Born in Cincinnati, Dr. Hoven received her undergraduate degree in microbiology and then her medical degree from the University of Kentucky, Lexington. She completed her internal medicine and infectious disease training at the University of North Carolina, Chapel Hill. Board-certified in internal medicine and infectious disease, Dr. Hoven is a fellow of the American College of Physicians and the Infectious Disease Society of America. She has been the recipient of many awards, including the University of Kentucky College of Medicine Distinguished Alumnus Award and the Kentucky Medical Association Distinguished Service Award.

Dan Leonard

**President
National Pharmaceutical Council**



Dan Leonard is president of the National Pharmaceutical Council (NPC), which sponsors and participates in research on the appropriate use of pharmaceuticals and the clinical and economic value of pharmaceutical innovation. NPC's research contributes to the scientific foundation for informed discussions about health care access, coverage, appropriate use and value. Under Leonard's leadership, NPC is expanding its focus on evidence-based medicine to support research addressing the generation, evaluation and application of evidence. In this capacity, Leonard leads NPC in bringing the pharmaceutical industry's technical expertise and applied scientific knowledge to considerations of evidence-based medicine, comparative effectiveness reviews, evaluation and application. He received his bachelor's degree in journalism from Marietta College in Marietta, Ohio, and a master's in government from Johns Hopkins University.

Dan is also a member of the workshop planning committee.

Pat Quigley , PhD, MPH, ARNP, CRRN, FAAN, FAANP

**Associate Director
Mothers Against Medical Errors**



Patricia Quigley, PhD, MPH, ARNP, CRRN, FAAN, FAANP, Associate Director, VISN 8 Patient Safety Center of Inquiry, is both a Clinical Nurse Specialist and a Nurse Practitioner in Rehabilitation. As Associate Chief of Nursing for Research, she is also a funded researcher with the Research Center of Excellence: Maximizing Rehabilitation Outcomes, jointly funding by HSR&D and RR&D. Her contributions to patient safety, nursing and rehabilitation are evident at a national level – with emphasis on clinical practice innovations designed to promote elders' independence and safety. She is nationally known for her program of research in patient safety, particularly in fall prevention. Dissemination of this work has progressed beyond the Veterans Administration (VA) through the media including national and local television and newspapers as well as through publications and conference presentations. Her contributions significantly impact nursing science. Her leadership resulted in the first organization to achieve CARF Accreditation for 3 Rehabilitation Programs, which expanded to now 11; National Deployment of the Functional Independence Measure / Program Evaluation System throughout VHA rehabilitation programs, and national Evidence-based Fall Prevention Conferences for 11 years consecutively, and first organization to acquire ANCC's Magnet Designation.

Workshop Planning Committee

The workshop was developed with input from a multi-stakeholder Working Group to ensure it is a positive and rewarding experience for everyone involved. Their pictures and brief background information is provided below, so that you can get to know them better and recognize a familiar face when you arrive.

Andrew Baskin, M.D.

Medical Director for Quality and Provider Performance Measurement Aetna



Andrew Baskin, M.D., serves as Aetna's National Medical Director for Quality and Provider Performance Measurement. He is responsible for initiatives to measure and improve quality of care, establishing programs that create incentives for more effective and efficient care, organizing the collection and reporting for the Healthcare Effectiveness Data and Information Set (HEDIS), participating in multistakeholder efforts to aggregate data to increase the integrity of results, and establishing performance-based networks. Prior to serving in this role, Dr. Baskin served in various medical director roles at Aetna, gaining experience and expertise in clinical and coverage policy development, benefit and plan design, establishing coding and reimbursement policy, disease management program operations, and physician relations. He completed residency training and is board certified in internal medicine. Prior to joining Aetna, Dr. Baskin practiced as a primary care general internist in the Philadelphia suburbs.

Ann Caldwell

Chief Research and Innovations Officer The Arc



In her current role of Chief Research and Innovations Officer at The Arc, Dr. Caldwell advances the mission and goals of The Arc through resource development and generation activities and enhances and fosters relational growth with key individuals and organizations. She is also responsible for leading the internal organizational metrics initiative and research activities that advance mission and raise internal use of innovation, best practices, and evidence-based interventions within the chapters of The Arc network. Earlier professional roles included working in the disabilities field in development and as a consultant. Dr. Caldwell received her master's degree from the University of Chicago in Liberal Arts and her doctorate in Disability Studies from the University of Illinois at Chicago in 2005.

Lynne Cuppernull

Director of Clinical Learning and Innovation Alliance of Community Health Plans (ACHP)



Lynne Cuppernull is the Director of Clinical Learning and Innovation at the Alliance of Community Health Plans. She joined the staff in April 2009 and is responsible for partnering with leaders at member organizations to guide ACHP's new affordability initiatives and the Patient-Centered Medical Home Collaborative. Prior to joining ACHP, Lynne worked with both Kaiser Permanentes Mid-Atlantic States (KPMAS) region and Marriott International on organizational design and performance improvement initiatives. Her specific focus at KPMAS was on projects that improved access to care and increased efficiencies in primary and specialty care, while ensuring cross-functional collaboration and best practice sharing. Lynne received a Master of Arts in Human Resource Development from George Washington University, and a Bachelor of Arts from James Madison University in English, with a journalism minor.

Maureen Dailey

Senior Policy Fellow American Nurses Association

Maureen Dailey DNSc, RN, CWOCN is the Senior Policy Fellow at the National Center for Nursing Quality at the American Nurses Association (A.N.A). She has thirty years of nursing experience in leadership and direct care roles across healthcare settings. In multiple roles, she has focused on patient safety enhancement and other quality improvement initiatives to reduce avoidable readmissions, healthcare associated conditions, and excessive cost across settings. These programs included population-based (disease and condition-based) risk stratification and patient-centered care coordination, targeted transitional care for patients with complex care needs, and electronic health record innovations such as electronic clinical decision support, and integrated advanced

Nancy Foster

Vice President, Quality and Patient Safety Policy American Hospital Association (AHA)



Nancy Foster is the Vice President for Quality and Patient Safety Policy at the American Hospital Association. In this role, she is the AHA's point person for the Hospital Quality Alliance, which is a public-private effort to provide information to consumers on the quality of care in American hospitals. Nancy is the AHA's representative to the National Quality Forum, is the AHA's liaison to the Joint Commission's Board, co-chairs AHRQ's Patient Safety Coordination Center Advisory Committee, and represents hospital perspectives at many national meetings. She provides advice to hospitals and public policy makers on opportunities to improve patient safety and quality, including regulatory standards. Prior to joining the AHA, Nancy was the Coordinator for Quality Activities at the Agency for Healthcare Research and Quality (AHRQ). In this role, she was the principal staff person for the Quality Interagency Coordination Task Force, which brought Federal agencies with health care responsibilities together to jointly engage in projects to improve quality and safety. She also led the development of patient safety research agenda for AHRQ and managed a portfolio of quality and safety research grants in excess of \$10 million. She is a graduate of Princeton University and has completed graduate work at Chapman University and Johns Hopkins University. In 2000, she was chosen as an Excellence in Government Leadership Fellow.

Andrea Garcia

Director of State Health Policy Association of State and Territorial Health Officials



Andrea is the Director of State Health Policy with the Association of State and Territorial Health Officials. In this role, she is responsible for identifying and analyzing state legislative, regulatory and policy issues impacting public health and state health agencies. Prior to joining ASTHO, Andrea was the Director of State Government Affairs at the American Osteopathic Association. In that capacity, she determined major legislative and regulatory trends impacting physicians and their patients and worked with state and specialty medical societies to respond to those trends. Prior to joining the AOA, Andrea was a Policy Analyst in the Department of Science, Medicine and Public Health at the American Medical Association. In this role, she identified and analyzed legal and policy issues impacting the organization's public health priorities. Andrea was also a Senior Researcher with the Centers for Law and the Public's Health: A Collaborative at Johns Hopkins and Georgetown Universities, where her research focused on the legal and regulatory issues impacting volunteer health professionals during disasters. Andrea received her law degree and certificate in health law from the DePaul University College of Law and her Master of Public Health degree from the Johns Hopkins Bloomberg School of Public Health.

Jennifer Graff

**Director of CER
National Pharmaceutical Council**



Jennifer Graff, PharmD, is NPC's Director for Comparative Effectiveness Research. Dr. Graff works to advance NPC's comparative effectiveness research (CER) and evidence-based medicine policy research initiatives assessing the methods, interpretation and application of CER. Most recently, Dr. Graff served as Associate Director of Health Outcomes and Pharmacoeconomics at MedImmune, where she was responsible for health outcomes and pharmacoeconomics for 10 products in clinical development for the respiratory and inflammation therapy areas. She also developed strategic research and case studies to identify market challenges and enhance product differentiation. Prior to MedImmune, she held several positions at the Pfizer Pharmaceuticals Group, most recently as the Associate Director for Worldwide Outcomes Research. Dr. Graff holds a Doctorate of Pharmacy from the University of Nebraska Medical Center, and completed a Health Outcomes and Pharmacoeconomics fellowship at the University of Michigan.

Jennifer Meeks

**Assistant Director, Federal Affairs
American Medical Association**

Jennifer Meeks is the Assistant Director of Federal Affairs at the American Medical Association. She has over 11 years of collective experience in health policy and government relations, representing advocacy positions to policymakers, state medical societies, national physician specialty societies, and other health care organizations. Meeks has previously served as Vice President of Cavarocchi Ruscio Dennis Associate, LLC and as a Legislative Aide to United States Senator Arlen Specter.

Jennifer Phillips, MPH

**Manager of Innovation Programs
Alliance of Community Health Plans**

Jennifer Phillips joined the Alliance of Community Health Plans in January 2012 as Manager of Innovation Programs. She leads and coordinates projects in ACHP's Learning and Innovation areas and assists in the development of programs designed to improve health care by facilitating member learning. Prior to joining ACHP, Jennifer worked in the pharmaceutical industry as a Specialty Sales Representative with a focus in cardiovascular disease; working in both the hospital and office based setting. Jennifer received a Master of Public Health in Global Health Promotion from The George Washington University and a Bachelor of Science from The Pennsylvania State University.

Sylvia Trujillo, JD, MPP

Senior Legislative Counsel American Medical Association

Trujillo is a Senior Legislative Counsel with the American Medical Association (AMA). Sylvia provides legislative and regulatory analysis on an array of issues including: genetics/bioethics, stem cell research, telemedicine, Medicare managed care and the prescription drug benefit, drug importation/reimportation, Food and Drug Administration (FDA) drugs, biologics and devices safety issues. Sylvia has over 10 years of public agency and healthcare law experience. Prior to the AMA, she served as a litigation attorney in the U.S. Department of Health & Human Services (HHS), Office of the General, Centers for Medicare & Medicaid Services (CMS) Division. She also served as an Assistant Regional Counsel for HHS where she represented a number of HHS agencies in addition to CMS. Sylvia provided legal representation to HHS on varied issues including Medicaid coverage, matching funds and state plan amendments, Medicare reimbursement, nursing home and home health agency quality of care enforcement matters, compliance with the Administrative Procedures Act, and health care fraud and abuse in the context of bankruptcy. She earned her law degree from the University of California at Berkeley (Boalt Hall), her Master in Public Policy from Harvard University's John F. Kennedy School of Government, and her undergraduate degree from Bryn Mawr College, cum laude.