

# A National Scorecard on U.S. Health System Performance

September 20, 2006

## Speakers and Panelists

**Maureen Bisognano** is the executive vice president and chief operating officer of the Institute for Healthcare Improvement (IHI); responsible for day-to-day management of the Institute's many programs designed to improve the delivery of health care. Ms. Bisognano oversees all operations, program development, and strategic planning for the Institute—in doing so, she advises health care leaders around the world. She is an unrelenting advocate for the needs of patients and a passionate crusader for change. Prior to joining IHI, Ms. Bisognano was senior vice president of the Juran Institute, where she consulted with senior management on the implementation of total quality management in health care settings. Before that, she served as chief executive officer of the Massachusetts Respiratory Hospital in Braintree, Massachusetts where, as part of the National Demonstration Project, she introduced Total Quality Management. Her accomplishments included implementation of the quality improvement program throughout all levels of her hospital, from the board of trustees to employees. She organized and monitored Quality Improvement teams within the hospital to make process improvements. Maureen began her career in health care in 1973 as a staff nurse at Quincy City Hospital. She was director of nursing at Quincy City Hospital from 1981-1982, director of patient services from 1982-1986 and chief operating officer from 1986-1987. Ms. Bisognano holds a Bachelor of Science degree from the State University of New York, and a Master of Science degree from Boston University.

**Christine K. Cassel, M.D., MACP**, is the president and chief executive officer of the American Board of Internal Medicine and ABIM Foundation in Philadelphia. She is the former dean of the School of Medicine and vice president for medical affairs at Oregon Health & Science University in Portland, Oregon. She is a leading expert in geriatric medicine, medical ethics, and quality of care. Among her many professional leadership positions, Dr. Cassel is immediate past-chair of the ABIM Foundation Board of Trustees, served as chair of the board of the Greenwall Foundation, which supports work in bioethics; immediate past-president of the American Federation for Aging Research; and was a member of the Advisory Committee to the Director at the National Institutes of Health. She is a member of the Institute of Medicine Governing Council and has served on previous IOM committees responsible for influential reports on quality of care and medical errors, chaired a recent report on end-of-life care, and co-chaired a report on public health. In 1997-98, Dr. Cassel served on the President's Advisory Commission on Consumer Protection and Quality in the Health Care Industry. She was formerly chair of the Department of Geriatrics and Adult Development and professor of geriatrics and medicine at Mount Sinai School of Medicine in New York City.

**Karen Davis, Ph.D.**, is president of The Commonwealth Fund. Prior to joining the Fund in 1992, she was chair of the Department of Health Policy and Management at the Johns Hopkins School of Hygiene and Public Health, where she was also a professor of economics. As deputy assistant secretary for health policy in the Carter Administration, she was the first woman to head a U.S. public health service agency. Ms. Davis was elected to the Institute of Medicine in 1975 and has served two terms on the IOM

governing Council (1986–90 and 1997–2000). She is currently a member of the IOM committee on Redesigning Health Insurance Benefits, Payment, and Performance Improvement Programs. She was the recipient of the 2000 Baxter Allegiance Foundation Prize for Health Services Research and received an honorary doctorate in humane letters from Johns Hopkins University in 2001. She serves on the Overseer’s Committee to Visit the School of Public Health, Harvard University; the Board of Visitors of Columbia University, School of Nursing; the Columbia Presbyterian Medical Center Advisory Committee for the Center for Women’s Health, and the Board of Directors of Geisinger Health System. She is a past president of the AcademyHealth and an AcademyHealth distinguished fellow, a current member of the Kaiser Commission on Medicaid and the Uninsured, and a former member of the Agency for Healthcare Quality and Research National Advisory Committee.

**Robert S. Galvin, M.D.**, is director of global healthcare for General Electric (GE). He oversees the design and performance of GE’s health programs, which include the management of GE’s \$3.0 billion annual health expense and the oversight of employee medical services, which encompasses over 220 medical clinics in more than 20 countries. In his current role Dr. Galvin has focused on issues of market-based health policy and financing, with special interest in quality measurement, payment reform, and the assessment and coverage of new technologies. He is a co-founder of The Leapfrog Group and the founder of Bridges to Excellence. He is on the Board of Directors of the National Committee on Quality Assurance and is a member of the Hospital Quality Alliance. He has served on several Institute of Medicine Committees and was a member of the Strategic Framework Board. Dr. Galvin’s work has received awards from the National Health Care Purchasing Institute, The National Business Group on Health, and the National Coalition for Cancer Survivorship. He is a Fellow of the American College of Physicians, and his work has been published in the *New England Journal of Medicine* and *Health Affairs*. He is a professor adjunct of medicine at Yale where he leads the Robert Wood Johnson Clinical Scholar seminar series on the private sector.

**James J. Mongan, M.D.**, is president and chief executive officer of Partners HealthCare in Boston, an integrated health system founded in 1994 by Brigham and Women’s Hospital and Massachusetts General Hospital. A professor of health care policy and a professor of social medicine at Harvard Medical School, Dr. Mongan also serves on the board of The Commonwealth Fund and chairs its Commission on a High Performance Health System. Prior to being appointed president and CEO of Partners, Dr. Mongan was president of Massachusetts General Hospital, the largest and oldest teaching affiliate of Harvard Medical School. He also served for 15 years as executive director of the Truman Medical Center in Kansas City, a large public hospital, where he also served as dean of the University of Missouri-Kansas City School of Medicine. Dr. Mongan spent 11 years in Washington as staff to the Senate Finance Committee, working on Medicare and Medicaid legislation. He later served in the Carter administration as deputy assistant secretary for health and then at the White House as associate director of the domestic policy staff. Dr. Mongan is a member of the Institute of Medicine of the National Academy of Sciences. He has served on the boards of the American Hospital Association and the Kaiser Family Foundation, and was a member of both the Prospective Payment Assessment Commission established by Congress and the Institute of Medicine’s Commission on the Consequences of Uninsurance. A native of San Francisco, Dr.

Mongan received his undergraduate education at the University of California, Berkeley, and Stanford University, and his medical degree from Stanford University Medical School. He completed his internship at the Kaiser Foundation Hospital in San Francisco and served for two years in the U.S. Public Health Service.

**Stephen C. Schoenbaum, M.D., M.P.H.**, is executive vice president for programs at The Commonwealth Fund and executive director of its Commission on a High Performance Health System. From 1993 to 1999, Dr. Schoenbaum was the medical director and then president of Harvard Pilgrim Health Care of New England, a mixed-model HMO delivery system in Providence, RI. From 1981 to 1993, he was deputy medical director at Harvard Community Health Plan in the Boston area, where his roles included developing specialty services, disease management programs, clinical guidelines, and enhancing the Plan's computerized clinical information systems. Nationally, he also played a significant role in the development of HEDIS. He is currently a lecturer in the department of ambulatory care and prevention at Harvard Medical School, a department he helped to found, and the author of over 125 medical publications. Dr. Schoenbaum is a board member of the Alliance for the Prudent Use of Antibiotics, the American College of Physician Executives, and the Picker Institute. He is also a longstanding member of the International Advisory Committee to the Joyce and Irving Goldman Medical School, Ben Gurion University, Beer Sheva, Israel, an honorary member of the British Association of Medical Managers, and an honorary fellow of the Royal College of Physicians.

**Cathy Schoen, M.S.**, is senior vice president for research and evaluation at The Commonwealth Fund and serves as research director for the Fund's Commission on a High Performance Health System. Her work includes strategic oversight and management of the foundation's survey work and research initiatives to track health system performance. From 1998 through 2005, she served as the executive director of the Commonwealth Fund Task Force on the Future of Health Insurance and oversaw policy analyses and studies related to coverage and access. Before joining the Fund in 1995, Ms. Schoen was research associate professor on the faculty of the University of Massachusetts School of Public Health, where she taught health economics, directed The Commonwealth Fund's program on coverage and access, and served as the director of special projects and research methods at the UMass Labor Relations and Research Center. During the 1980s, she directed the Service Employees International Union's research and policy department in Washington, D.C. In the late 1970s, she was on the staff of President Carter's national health insurance task force, where her work focused on payment issues, Medicaid, and low-income populations. Prior to federal service, she was a research fellow at the Brookings Institution in Washington, D.C. Ms. Schoen has served on various federal and state advisory committees, including multiple Institute of Medicine committees. She holds an undergraduate degree in economics from Smith College and a graduate degree in economics from Boston College. She is the author of numerous articles, book chapters, and reports on health insurance and access, international health systems, equity, labor, and social policy issues and co-authored the book *Health and the War on Poverty*. Her recent publications include studies comparing health care experiences in the United States with those of other nations, with a focus on access, quality, and cost performance.