

THE COMMONWEALTH FUND
2007 INTERNATIONAL SYMPOSIUM ON HEALTH CARE POLICY

PARTICIPANT BIOGRAPHIES

GERARD F. ANDERSON is a professor of health policy and management and professor of international health at the Johns Hopkins University Bloomberg School of Public Health, professor of medicine at the Johns Hopkins University School of Medicine, director of the Johns Hopkins Center for Hospital Finance and Management, and co-director of the Johns Hopkins Program for Medical Technology and Practice Assessment. He recently stepped down as the national program director for the Robert Wood Johnson Foundation sponsored program “Partnership for Solutions: Better Lives for People with Chronic Conditions.” Anderson is currently conducting research on chronic conditions, comparative insurance systems in developing countries, medical education, health care payment reform, and technology diffusion. He has directed reviews of health systems for the World Bank and USAID in multiple countries. He has authored two books on health care payment policy, published over 200 peer-reviewed articles, testified in Congress over 35 times as an individual witness, and serves on multiple editorial committees. Prior to his arrival at Johns Hopkins, Anderson held various positions in the Office of the Secretary, U.S. Department of Health and Human Services, where he helped to develop Medicare prospective payment legislation.

PETER BACH, M.D., is associate attending physician at Memorial Sloan-Kettering Cancer Center in New York and is board certified in internal medicine, pulmonary medicine and critical care medicine. He is a National Institutes of Health-funded researcher with expertise in quality of care and epidemiologic research methods. His research on health disparities, variations in healthcare quality, and lung cancer epidemiology has appeared in *The New England Journal of Medicine*, the *Journal of the American Medical Association*, and the *Journal of the National Cancer Institute*. Bach served as a senior adviser to the Administrator of the Centers for Medicare and Medicaid Services from February 2005 through November 2006, where his work focused on improving evidence about the effect of therapies and devices, and revising payment to enhance care quality. He was the agency lead on cancer policy. During the Rwandan Civil War, he was a camp physician in Goma, Zaire, caring for refugees. Bach received his bachelor’s degree in English and American literature from Harvard College, his M.D. from the University of Minnesota, and his master’s degree in public policy from the University of Chicago, where he was also a Robert Wood Johnson Clinical Scholar. He completed his clinical training in internal medicine, pulmonary and critical care at the Johns Hopkins Hospital.

G. ROSS BAKER is professor in the Department of Health Policy, Management and Evaluation at the University of Toronto where he teaches and conducts research on quality improvement, patient safety and organizational change. In addition to this position, Baker co-chairs a working group on methods and measures for patient safety for WHO and chairs the Advisory Committee on Research and Evaluation for the Canadian Patient Safety Institute. He also serves as chair of the Measurement Working Group and as a member of the Steering Committee for the Safer Healthcare Now! campaign (the Canadian adaptation of the U.S. “100,000 Lives” initiative). Baker is an active member on the boards of several organizations and health councils, including the Health Quality Council of Saskatchewan, the Institute for Safe Medication Practice (ISMP) Canada, and the Clinical Standards, Guidelines and Quality Committee of Cancer Care Ontario. His current research focuses on the governance of patient safety activities in Australia, New Zealand, England and the United States, and he is currently leading a project analyzing five high performing health care systems that have been successful in using improvement tools and knowledge to transform outcomes. Lessons learned from these detailed case studies will guide system leaders in the development of a strategic focus in quality, the identification of investments in improvement capability, and the development of a set of resources that regions and organizations can use to assess and develop capabilities locally. Baker was also principal investigator for the project “Adverse Events in Canadian Hospitals” and together with Peter Norton and a team of investigators across Canada published the results of the study in the *Canadian Medical Association Journal* in 2004.

DONALD M. BERWICK, M.D., is president and CEO of the Institute for Healthcare Improvement (IHI) and clinical professor of pediatrics and health care policy in the Department of Pediatrics at the Harvard Medical School and professor of health policy and management at the Harvard School of Public Health. He is also a pediatrician, adjunct staff, in the Department of Medicine at Boston's Children's Hospital, a consultant in pediatrics at Massachusetts General Hospital, and senior scientist in the Department of Social Medicine and Health Inequalities at Brigham and Women's Hospital. Berwick was chair of the Health Services Research Review Study Section of the Agency for Health Care Policy and Research from 1995-1999, and chair of the National Advisory Council of the Agency for Healthcare Research and Quality from 1999-2001. He was vice chair of the U.S. Preventive Services Task Force from 1990-1996. From 1996-1999, Berwick served as the first "Independent Member" of the Board of Trustees of the American Hospital Association. He also served from 1989-1991 as a member of the Panel of Judges for the Malcolm Baldrige National Quality Award program. He is a member of several editorial boards, including that of *Journal of American Medical Association (JAMA)*. From 1987-1991, Berwick was co-founder and co-principal investigator for the National Demonstration Project on Quality Improvement in Health Care (NDP). He is a past president of the International Society for Medical Decision-Making. He is an elected member of the Institute of Medicine (IOM) of the National Academy of Sciences, and since 2002 has served on the IOM's governing council and is a member of the IOM's Global Health Board. Berwick was appointed by President Clinton to serve on the Advisory Commission on Consumer Protection and Quality in the Healthcare Industry in 1997 and 1998. Berwick has published over 130 scientific articles in numerous professional journals on subjects relating to health care policy, decision analysis, technology assessment, and health care quality management. Books he has co-authored include *Curing Health Care; New Rules: Regulation, Markets and the Quality of American Health Care*; and *Cholesterol, Children, and Heart Disease: An Analysis of Alternatives*. Berwick has received numerous awards and honors for his work, including the 1999 Ernest Amory Codman Award, and, in 2001, the first Alfred I. DuPont Award for excellence in children's health care from Nemours, one of the nation's largest pediatric health care provider organizations. In 2002, he was given the "Award of Honor" from the American Hospital Association for outstanding leadership in improving health care quality, and in 2004 he was inducted as a Fellow of the Royal College of Physicians in London. In 2005, he was appointed honorary Knight Commander of the Most Excellent Order of the British Empire, and in 2006 he received from the National Quality Forum and the Joint Commission on Accreditation of Healthcare Organizations the John M. Eisenberg Patient Safety and Quality Award for Individual Achievement. Berwick was also recently awarded the prestigious Heinz Award, the Purpose Prize, and the William B. Graham Prize for Health Services Research. A *summa cum laude* graduate of Harvard College, Dr. Berwick holds an M.P.P. from the John F. Kennedy School of Government and an M.D. *cum laude* from the Harvard Medical School.

ANDREW BINDMAN, M.D., is professor of medicine, health policy, epidemiology & biostatistics at the University of California San Francisco (UCSF). He is the director of the California Medicaid Research Institute and the chief of the Division of General Internal Medicine at UCSF's affiliated San Francisco General Hospital. Bindman has practiced and taught primary care at San Francisco General Hospital and its affiliated clinics for the past 20 years. Bindman has published more than 100 peer-reviewed scientific articles evaluating the impact of health policies on low-income persons access to and quality of care. Bindman has developed innovative strategies for using health information systems to monitor the performance of health care systems. In his work, Bindman has established the association between poor access to care and preventable hospitalizations for ambulatory care sensitive conditions. He has used this measure to evaluate Medicaid managed care and to design interventions to improve quality of care for low-income patients with chronic disease. Bindman has worked in close collaboration with the leadership at San Francisco General Hospital and the San Francisco Clinic Consortium to develop methods for improving the system of care for the City's most vulnerable patients. In 2000 he was selected to be an Atlantic Fellow researching the evolution of primary and chronic care delivery within the UK's National Health Service. He is a member of the Commonwealth Fund's International Health Advisory Committee and chairs the selection process for the Packer Fellowship in Australia.

MEGHAN BISHOP is assistant director for research and programs for the International Program in Health Policy and Practice. Prior to joining the Fund in May 2007, Bishop was a budget and policy analyst at the New York City Independent Budget Office, covering the Department of Health and Mental Hygiene, the Health and Hospitals Corporation, and Medicaid. Her previous positions include consultant economist at Global Insight in Washington, D.C., where she served as project leader on a contract with the Social Security Administration, and research assistant at the Urban Institute, where she focused on policy issues relating to the federal budget, health care, and tax policy. Bishop holds an M.Sc. in public policy and administration from the London School of Economics and a B.A. in economics from Mary Washington College.

DAME CAROL BLACK, DBE, M.D., FRCP, is the national director for Health and Work, chair of the Nuffield Trust and chair of the Academy of Medical Royal Colleges. She is the immediate past president of the Royal College of Physicians. She is a Fellow of the Academy of Medical Sciences and a foreign associate of the Institute of Medicine USA. She is a non-executive director on the Board of the NHS Institute for Innovation and Improvement, a member of the Advisory Agency for the London Strategic Health Authority, and a member of the National Safety Forum, Department of Health. Dame Black is a Master of the American College of Physicians and of the American College of Rheumatologists, a Fellow of over 20 other Medical Royal Colleges and Faculties, and has been awarded Honorary D.Sc. degrees from the Universities of Bristol, Leicester, Sheffield, Glasgow, Exeter and Southampton, and an Honorary M.D. from the University of Nottingham. She is a Fellow of University College London, and of Lucy Cavendish College Cambridge, and a Companion of the Chartered Management Institute.

DAVID BLUMENTHAL, M.D., is director of the Institute for Health Policy and physician at the Massachusetts General Hospital/Partners HealthCare System in Boston, Massachusetts. He is also the Samuel O. Thier Professor of Medicine and Professor of Health Care Policy at Harvard Medical School. From 1987-1991 he was senior vice president at Boston's Brigham and Women's Hospital, a 720-bed Harvard teaching hospital. From 1981-1987 he was executive director of the Center for Health Policy and Management and lecturer on public policy at the John F. Kennedy School of Government at Harvard. During the late 1970s, Blumenthal was a professional staff member on Senator Edward Kennedy's Senate Subcommittee on Health and Scientific Research. He is a member of the Institute of Medicine of the National Academy of Sciences, a national associate of the National Academy of Sciences, and serves on several editorial boards, including the *American Journal of Medicine* and *Journal of Health Politics, Policy and Law*. He is also a national correspondent for *The New England Journal of Medicine*. He serves on advisory committees to the National Academy of Sciences, the Institute of Medicine, the National Academy of Social Insurance, the Open Society Institute and other foundations. Blumenthal was the founding chairman of AcademyHealth (formerly the Academy for Health Services Research and Health Policy), the national organization of health services researchers. He is also director of the Harvard University Interfaculty Program for Health Systems Improvement. From 1995-2002 Blumenthal served as executive director for The Commonwealth Fund Task Force on Academic Health Centers. He has served as a trustee of the University of Chicago Health System and currently serves as a trustee of the University of Pennsylvania Health System (Penn Medicine). His research interests include the dissemination of health information technology, quality management in health care, the determinants of physician behavior, access to health services, and the extent and consequences of academic-industrial relationships in the health sciences.

MARCELIS BOEREBOOM is director of the curative care department and deputy director general for health care at the Dutch Ministry of Health, Welfare, and Sport. In this position, he is closely associated with the Dutch health care reform. Prior to this role, he held several positions within the Ministry, including deputy director of the senior policy department and director of the financial and economic department. Boereboom studied political science at the Vrije Universiteit in Amsterdam, specializing in public administration and public finance.

TROYEN A. BRENNAN, M.D., J.D., is senior vice president and chief medical officer of Aetna Inc., one of the nation's leading health care and related benefits organizations. In this role, Brennan oversees health policy and medical management at Aetna. Prior to joining Aetna, Brennan served as president and CEO of Brigham and

Women's Physician's Organization from 2000-2006. In his academic work, he served as professor of medicine at Harvard Medical School and professor of law and public health at Harvard School of Public Health. He has published 250 peer-reviewed papers and four books. Brennan received his M.D. and M.P.H. from Yale Medical School, his J.D. from Yale Law School, and his M.A. from Oxford University. He completed his internship and residency in internal medicine at Massachusetts General Hospital. He is a member of the Institute of Medicine of the National Academy of Sciences.

CHRISTINE K. CASSEL, M.D., is president and CEO of the American Board of Internal Medicine (ABIM) and the ABIM Foundation in Philadelphia. Previously, Cassel was dean of the School of Medicine and vice president for medical affairs at Oregon Health and Science University, and chair of the Department of Geriatrics and Adult Development and professor of geriatrics and medicine at Mount Sinai School of Medicine. She is a leading expert in geriatric medicine, medical ethics, and quality of care. Among her many professional achievements and honors, Cassel is a member of the Institute of Medicine, was the first female President of the American College of Physicians and, subsequently, chair of the American Board of Internal Medicine; she served as chair of the board of the Greenwall Foundation, supporting work in bioethics; was the president of the American Federation for Aging Research; and was a member of the Advisory Committee for the Director at the National Institutes of Health. She has received numerous honorary degrees and is a Fellow of the Royal Colleges of Medicine of the United Kingdom and Canada. In 1997-98, Cassel served on the President's Advisory Commission on Consumer Protection and Quality in the Health Care Industry. During the previous ten years at the University of Chicago, Cassel was chief of the Section of General Internal Medicine, professor of geriatrics and medicine, founding director of the Robert Wood Johnson Clinical Scholars Program, and founding director of the Center for Health Policy Research. She is a member of the Institute of Medicine Governing Council, The Commonwealth Fund Commission on a High Performance Health System, and RAND Strategic Policy Advisory Committee (SPAC) for the Comprehensive Assessment of Reform Efforts (COMPARE) Initiative. She serves on the board of directors of the Greenwall Foundation, Greenwall Foundation Faculty Scholar Advisory Board and board of directors of the Kaiser Foundation Hospitals and Health Plan. She has edited and authored a number of books on geriatric medicine, aging, bioethics, and health policy. Her most recent book is *Medicare Matters: What Geriatric Medicine Can Teach American Health Care*. Cassel became a master of the American College of Physicians in 1997. She holds a B.A. from the University of Chicago and an M.D. from the University of Massachusetts Medical School.

KALIPSO CHALKIDOU, M.D., a 2007-08 Commonwealth Fund Harkness Fellow in Health Care Policy and Practice, is associate director of research and development at NICE, where her work includes disinvestment guidance, evaluation of fast-tracking appraisals of technologies closer to licensing, and the review of social value judgments used by NICE committees. Previous positions include clinical research fellow at the University of Newcastle Medical School and surgical trainee in NHS hospitals in Newcastle and Cambridge. She has authored peer-reviewed articles in basic science, clinical medicine, and health policy, with publications in the *BMJ*, *Health Economics*, and *the Journal of the Royal Society of Medicine*, as well as a book chapter on economic evaluation in public health. Chalkidou graduated with distinction from the Athens Medical School in 2000 and holds a doctorate in prostate cancer from the University of Newcastle upon Tyne. She is an honorary lecturer in health policy at the London School of Hygiene and Tropical Medicine and was recently awarded a two-year grant from the Sasakawa Foundation to study current applications of pharmacoeconomics in Japan.

TSUNG-MEI CHENG is the executive editor and host of *International Forum*, a Princeton University television program on international affairs. The program explores political, economic, security, development and social issues around the globe. Cheng was an adviser in 2003 to the Strategic Review Board of the Science and Technology Advisory Group (STAG), a body charged with advising the Office of the Premier of Taiwan, the Republic of China on the development of science and technology. Cheng's most recent published work in health care policy include a paper on Taiwan's national health insurance system (*Health Affairs*, May/June, 2003); a paper on the quality of health care in Taiwan and a paper, co-authored with Uwe E. Reinhardt, entitled "Economic Challenges for Catholic Health Care: Identifying the Trade-Off Frontiers Where Economics Meets Ethics." In 1993, Cheng co-founded, with Uwe E. Reinhardt of Princeton University and *Health Affairs*, the Princeton Conference, an ongoing annual national conference on health policy that brings together the U.S. Congress, government and the research

community on issues affecting health care in America. Cheng received her law degree from the National Taiwan University and an M.A. in international relations from Yale University.

CAROLYN M. CLANCY, M.D., serves as director of the Agency for Healthcare Research and Quality (AHRQ). Prior to this appointment on February 5, 2003, Clancy served as AHRQ's acting director since March 2002 and previously was director of the AHRQ's Center for Outcomes and Effectiveness Research (COER). Clancy, a general internist and health services researcher, has research interests that include women's health, primary care, access to care, and the impact of financial incentives on physicians' decisions. Active in multiple professional organizations, Clancy has been recognized as a leader within the Society of General Internal Medicine, is a member of The Commonwealth Fund's Coordinating Committee for its International Program in Health Policy and Practice, and is a member of the Institute of Medicine. Clancy also holds an academic appointment as clinical associate professor in the Department of Medicine at George Washington University School of Medicine and serves as senior associate editor of *Health Services Research*. She is a member of several editorial boards, including the *American Journal of Medical Quality*, *Annals of Family Medicine*, and *Medical Care and Research Review*, and has published widely in peer-reviewed journals and edited or contributed to seven books. Following clinical training in internal medicine, Clancy was a Henry J. Kaiser Family Foundation Fellow at the University of Pennsylvania. She was also assistant professor in the Department of Internal Medicine at the Medical College of Virginia prior to joining AHRQ (then named the Agency for Health Care Policy and Research) in 1990. She was elected a Master of the American College of Physicians in 2004 and is a graduate of Boston College and the University of Massachusetts Medical School.

THE HONORABLE TONY CLEMENT is Minister of Health and Minister for the Federal Economic Development Initiative for Northern Ontario (FedNor). Minister Clement is also the chair of the Environment and Energy Security Committee and former chair of the Social Affairs Committee of the Cabinet. Prior to Clement's election to the House of Commons in 2006 (representing Parry Sound-Muskoka), Clement was a member of Ontario's provincial legislature from 1995-2003. In 1997, he was appointed Minister of Transportation. In 1999, he became Minister of Environment and later, Minister of Municipal Affairs and Housing. In 2001, he was appointed Minister of Health and Long Term Care. As Ontario's Health Minister, he was responsible for a ministry with a 28 billion dollar budget. He initiated primary care reform, created the successful Telehealth system, oversaw the expansion of the hospital system and provided leadership for the country during SARS. Prior to his election, Clement was counsel to a national law firm, a Visiting Fellow at the University of Toronto Faculty of Law and was a small business owner. He holds a B.A. in political science and a law degree from the University of Toronto.

KAREN SCOTT COLLINS, M.D., joined New York Presbyterian Hospital in August 2007 as vice president of quality and patient safety. In this position, she will be responsible for developing and leading clinical quality improvement and patient safety work across the five hospital campuses of the Columbia and Cornell Medical Schools. Immediately prior to this, she served as deputy chief medical officer for the New York City Health and Hospitals Corporation (HHC), where she was responsible for initiatives in quality of care. Collins developed and oversaw the Office of Health Care Quality Improvement and Innovation, which led corporate-wide work to expand quality improvement skills and improve patient outcomes. She has developed and led corporate-wide quality improvement initiatives in chronic disease management, critical care, and rapid response teams, and has also led corporate strategies for delivering care to a culturally and linguistically diverse patient population. Through this work, Collins has been recognized for her experience and expertise in leading large health system change to improve quality and patient safety. Prior to joining HHC, Collins was vice president at The Commonwealth Fund, responsible for developing the Fund's program on Quality of Care for Underserved Populations, with a focus on minority and low income populations. She also had leadership roles in developing programs focused on improving the quality of healthcare received by low income young children and their families, and the Fund's Fellowship program in Minority Health Policy. During her nine year tenure at the Fund, Collins worked extensively on issues of women's health, access to care, and quality of care. In addition, she was actively involved in the development and analysis of Fund surveys on these issues. Collins has published articles and reports on trends and experiences with managed care, women's health, adolescent health and minority health. She is the co-editor of two books, *Women's Health: The Commonwealth Fund Survey*, and *Minority Health in America*. In April 2002, Dr. Collins

received the Healthcare Hero award from the Congressional Black Caucus. Collins completed her undergraduate degree in history of science at Harvard University, medical school at Cornell University Medical College, and master of public health degree at Bloomberg School of Public Health at Johns Hopkins University.

JOHN E. CRAIG, JR., executive vice president and chief operating officer of The Commonwealth Fund, is responsible for the management of the foundation's endowment and administration and also serves as the Fund's treasurer and corporate secretary. He chairs staff program plan and board proposal review meetings and oversees assessments of the performance of programs and completed grants. Craig is chairman of the Nonprofit Coordinating Committee of New York City and also serves on the boards of the Greenwall Foundation and the Women's Prison Association, as well as on the investment committee of the Social Sciences Research Council. Earlier, he was chairman of the board of the Investment Fund for Foundations and a member of the board of the Picker Institute. Prior to joining the Fund in 1981, he directed the John A. Hartford Foundation's health care reform program, and earlier was a Foreign Service reserve officer of the U.S. Agency for International Development. Craig writes regularly on foundation endowment investment and management issues.

ROBERT M. CRANE is senior vice president of research and policy development at Kaiser Foundation Health Plan, Inc. and Kaiser Foundation Hospitals and director of the Kaiser Permanente Institute for Health Policy in Oakland, California. In addition, Crane oversees Kaiser's Utility for Care Data Analysis and has executive responsibility for the Kaiser Foundation Research Institute. He is president of Kaiser Permanente International and serves as chairman of the board of Archimedes, Inc. During his 25-year career with Kaiser Permanente, Crane has held a number of other senior management positions including: senior vice president and chief administrative officer; Interim Group senior vice president overseeing operations in the Central East, Southeast, and Rocky Mountain Divisions; senior vice president, Interregional Services and general manager of Kaiser Permanente Consulting and Business Services; senior vice president, Quality Management; senior vice president, National Accounts and Public Relations; and vice president, Government Relations. Prior to joining Kaiser Permanente in 1983, Crane worked for nearly four years with the New York State Department of Health, where he served as deputy commissioner for Program and Policy Development and director of its Office of Health Systems Management. This was preceded by eight years of executive and legislative branch experience at the federal level. Crane served on the staff of the U. S. House of Representatives' Subcommittee on Health and the Environment. Prior to this position, he held several management positions with the Department of Health, Education and Welfare. Crane was a senior executive fellow at Harvard University's John F. Kennedy School of Government in 1981. He holds a master's degree in business and public administration from Cornell University and a bachelor's degree from the College of Wooster.

LORD ARA DARZI, KBE, M.D., Hon.FREng, FmedSci., FRCS, FRCSI, FACS, FRCPSG, FGCI, is Parliamentary Under Secretary of State at England's Department of Health. In addition to his position with the Department of Health, he holds the Paul Hamlyn Chair of Surgery at Imperial College London, where he and his team are respected internationally for their innovative work in the advancement of minimal invasive surgery, and in the development and use of allied technologies including surgical robots and image guided surgery. Lord Darzi also is an honorary consultant at St Mary's Hospital and The Royal Marsden. Lord Darzi and his team have been awarded many prizes, including the Queen's Anniversary Prize for Excellence in Higher and Further Education in 2001 in recognition for pioneering new technologies to address training requirements for trainee surgeons, surgeons in post and other professionals. In 2002, Lord Darzi was knighted by the Queen as a Knight Commander of the most excellent Order of the British Empire (KBE) for his service to medicine and surgery. On July 4, 2007, the Prime Minister and Health Secretary announced that Lord Darzi would lead a review of the NHS that would advise on how to meet the challenges of delivering health care over the next decade.

PHILIP DAVIES joined the Australian Government's Department of Health and Ageing as a deputy secretary in 2002 and brings to the role more than 25 years' international experience in health care policy and management. As a member of the Department's Executive he has had responsibility for policy development and program management in a variety of areas including medical and pharmaceutical benefits, health workforce, e-health, rural health, Aboriginal and Torres Strait Islander health and private health insurance. He is a member of the Executive Committee of the Health Services Research Association of Australia and New Zealand, he served on the Board of the National Blood Authority and chaired the Australian Government's Gene Technology Standing Committee. In December 2005, Davies was also appointed as transitional director of the Joint Agency Establishment Group tasked with setting up the proposed Australia New Zealand Therapeutic Products Authority. After graduating in mathematics, Davies worked for five years with the Department of Health and Social Security in London before joining Coopers and Lybrand (now PricewaterhouseCoopers) as a health care management consultant. In 1991 he transferred to Auckland, New Zealand and in 1995 he became a partner in the firm's consultancy practice in Christchurch, New Zealand. In 1997 Davies joined the New Zealand Ministry of Health as a deputy director-general, leading the development of policy and legislation underpinning the most recent reorganization of New Zealand's health system in 2000. He then spent 18 months as a senior health economist with WHO in Geneva before moving to Australia. Davies holds a master's degree in management science and operational research. He is also an honorary fellow of the Health Services Research Centre at the Victoria University of Wellington, New Zealand, and has provided consultancy advice on health policy to the World Bank and WHO.

RACHEL DAVIES is head of strategic development in the Department of Biosurgery and Surgical Technology at Imperial College, St. Mary's Hospital, London.

KAREN DAVIS is president of The Commonwealth Fund, a national philanthropy engaged in independent research on health and social policy issues. Davis assumed the presidency of the fourth-oldest private foundation in the country on January 1, 1995. Established by Anna M. Harkness in 1918 with the broad charge to enhance the common good, the Fund seeks ways to help Americans live healthy and productive lives, giving special attention to those groups with serious and neglected problems. Davis is a nationally recognized economist, with a distinguished career in public policy and research. Before joining the Fund, she served as chairman of the Department of Health Policy and Management at The Johns Hopkins School of Public Health, where she also held an appointment as professor of economics. She served as deputy assistant secretary for health policy in the Department of Health and Human Services from 1977–1980, and was the first woman to head a U.S. Public Health Service agency. Prior to her government career, Davis was a senior fellow at the Brookings Institution in Washington, D.C., a visiting lecturer at Harvard University, and an assistant professor of economics at Rice University. A native of Oklahoma, she received her Ph.D. in economics from Rice University, which recognized her achievements with a Distinguished Alumna Award in 1991. Davis is the recipient of the 2000 Baxter-Allegiance Foundation Prize for Health Services Research. In the spring of 2001, Davis received an honorary doctorate in humane letters from John Hopkins University. In 2006, she was selected for the AcademyHealth Distinguished Investigator Award for significant and lasting contributions to the field of health services research. In October 2007, Davis was awarded the prestigious Adam Yarmolinsky Medal from the Institute of Medicine. Davis has published a number of significant books, monographs, and articles on health and social policy issues, including the landmark books *Health Care Cost Containment*, *Medicare Policy*, *National Health Insurance: Benefits, Costs, and Consequences*, and *Health and the War on Poverty*. 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, and is on the Board of Directors of the Geisinger Health System. She was elected to the Institute of Medicine in 1975, has served two terms on the IOM governing Council (1986-1990 and 1997-2000), and is a member of the IOM Committee on Redesigning Health Insurance Benefits, Payment and Performance Improvement Programs. She is a past president of AcademyHealth (formerly AHSRHP) and an AcademyHealth distinguished fellow; a member of the Kaiser Commission on Medicaid and the Uninsured and a former member of the Agency for Healthcare Quality and Research (AHRQ) National Advisory Committee.

ELIZABETH DEN OTTER-KUIPER is political adviser to the Dutch minister of Health, Welfare and Sport. Prior to this position, she held positions at the policy institute of the Christian Democratic Alliance (CDA) and the Association of Surgeons of the Netherlands. She studied the Dutch language and literature at Utrecht University.

SIR LIAM DONALDSON, M.D., FRCS(ed), FRCP, FFPH, has worked in all sectors of health care over a 30 year career: hospital medicine, general practice, public health, academic medicine, health service management, and central government. In 1998, Sir Donaldson became the fifteenth chief medical officer for England. As such, he is the British Government's chief adviser on all health issues and has regularly led the U.K. delegation at the World Health Assembly. He is a member of the European Chief Medical Officer's Committee and is now leading the patient safety program at WHO, the *World Alliance for Patient Safety*. Sir Donaldson holds an honorary chair in applied epidemiology at the University of Newcastle-upon-Tyne, and has a prolific publication record including a standard text book of public health and chapters contributed to a further 20 medical texts. In 2002, Sir Donaldson received a knighthood in recognition of his achievements in health and health care.

THE HONORABLE MALU DREYER is Minister of Labour, Social Affairs, Health Care, Family and Women of the German federal state Rhineland-Palatinate. In 1981 she began her studies of law. After passing the first German state examination in 1987, Dreyer finished her academic education with the second state examination in 1990. From 1989-1991 she worked as a scientific assistant to Prof. Dr. Pflug at the University of Mainz. In 1991 she was appointed probationary judge combined with the assignment of state attorney in the city of Bad Kreuznach. In 1992 she joined the parliamentary scientific staff of the local parliament ("Landtag") of the German Land Rhineland-Palatinate. From 1995-1997 she held the office of mayor of Bad Kreuznach. Afterwards she became departmental head in the office for youth welfare and social affairs in Mainz. Since March 2002 she has been the head of the Ministry of Labour, Social Affairs, Health Care, Family and Women of Rhineland-Palatinate.

ARNOLD M. EPSTEIN, M.D., is the John H. Foster Professor and chairman of the Department of Health Policy and Management at the Harvard University School of Public Health. He is also professor of medicine at the Brigham and Women's Hospital and Harvard Medical School. Epstein's research interests focus on quality of care and access to care for disadvantaged populations. He has also studied insurance status and Medicaid policy. He has published nearly 200 articles on these and other topics. His book, *Falling Through the Safety Net, Insurance Status and Access to Health Care*, won the Kulp Wright Award by the American Risk and Insurance Association in 1994 for the best new book on life and health insurance. From 1993-94, Epstein worked in the White House where he had staff responsibility for policy issues related to the health care delivery system, especially quality management. He was vice chair of the Institute of Medicine (IOM) Committee on Developing a National Report on Health Care Quality, and a member of the IOM subcommittee created to advise the Center for Medicare and Medicaid Services on its mandate to establish payments to doctors and hospitals based on quality performance. He has served as chairman of the board of AcademyHealth and remains on its board now. He also serves on the board of the Center for Health Care Strategies and on the Joint Commission's Advisory Council on Performance Measurement. He has served on several editorial boards including *Health Services Research* and the *Annals of Internal Medicine*. He has been elected to the American Society for Clinical Investigation, the American Association of Professors, and the Institute of Medicine. He is currently associate editor for health policy at the *New England Journal of Medicine*.

MARKUS FRANZ became counselor for labor and social affairs for the Embassy of the Federal Republic of Germany in Washington, D.C. in 2007. Prior to this position, Franz served as spokesman for the DGB, the umbrella organization of the German Unions, from 2003-2007. Franz holds a law degree and has worked for more than a decade as a political correspondent/journalist.

ALLISON FREY joined The Commonwealth Fund in December 2006 as the commission program associate based at AcademyHealth. Previously, Frey was program assistant for Health and Reproductive Rights at the National Women's Law Center, where she researched and wrote analyses on various issues relating to women's health, including research on Medicaid, emergency contraception, and reproductive rights. She analyzed legislation on both the state and national levels with direct impact on women's health care accessibility and affordability. She worked on content for the Center's Web site and e-newsletters and maintained the media database. Prior to joining

the Center, Frey worked at Comcast Communications in the marketing department for two years. She holds a B.A. in economics from the University of Virginia and is currently pursuing an M.P.P. with a concentration in health part time at George Washington University.

ANNE K. GAUTHIER is senior policy director of the Fund's Commission on a High Performance Health System, based at AcademyHealth in Washington, D.C. Prior to joining the Fund in May 2005, she was vice president of AcademyHealth where she served as: program director for the Robert Wood Johnson Foundation's Changes in Health Care Financing and Organization initiative, a program that bridges the health policy and health services research communities through grantmaking, convening, and the distribution of useable and timely information; senior advisor for the Foundation's State Coverage Initiative, which works with states to plan, execute and maintain insurance expansions; and a co-project director for a Fund project on administrative simplification in health care. Before joining AcademyHealth in 1989, she was senior researcher for the National Leadership Commission on Health Care, a private commission charged with developing a system-wide public/private strategy to control rising costs, improve the quality, appropriateness, and efficiency of care, and ensure universal access to a basic level of services. She held a position in the congressional Office of Technology Assessment from 1980-86. Gauthier holds an A.B. in molecular biology from Princeton University and an M.S. in health administration from the University of Massachusetts School of Public Health.

ANDREAS GERBER, M.D., a 2007-08 Commonwealth Fund Harkness Fellow in Health Care Policy and Practice, is a pediatrician and assistant professor in health economics at the Medical School of the University of Cologne, where his research focuses on ethical and epistemological questions of evidence-based medicine, and pediatric health care, policy and financing. Gerber's work includes an assessment of pediatric telephone triage; a comparison of access under public and private health care funds; and an assessment of the effects of relocations of department and subspecialties on in-hospital care by means of DRGs. He has published in journals such as *Health Care Analysis*, *Medical Hypotheses*, *Journal of Medical Ethics* and *European Journal of Health Economics*. In addition to his pediatrics license, Gerber holds a doctorate from the University of Hamburg, a master's degree in health economics from the University of Cologne, and a master's degree in religion from Temple University.

RICHARD GLEAVE, a 2007-08 Commonwealth Fund Harkness/Health Foundation Fellow in Health Care Policy and Practice, is performance director at the Department of Health in England, where he leads the performance management team responsible for the delivery of the key national performance priorities for the NHS. Previously, he was hospital manager for 17 years including holding board director posts in Sunderland and Bristol and was the trust Chief Executive in Bath. He also held a joint appointment with the NHS and Newcastle University, where he led a range of teaching, research and consultancy projects in health care management. He holds a master's degree in health economics and management from Sheffield University, and a first class degree from Oxford University.

JAN-PETER GLOSSMANN, M.D., is director of quality management at the Center for Integrated Oncology at the University Hospital in Cologne, one of the few Centers of Excellence accredited by the German Cancer Aid. Dr. Glossmann was trained in medicine in Germany, Austria and Canada, and has clinical expertise in the treatment of oncologic and hematologic diseases as well as rheumatologic disorders. He obtained an M.P.H. with a focus in health care management from the Harvard School of Public Health and completed an Administrative Management Fellowship at Harvard University Health Services, with a focus on quality management of cancer patients.

BRITTA GROEGER is an interpreter with the German Federal Ministry of Health.

RICHARD GROL, FRCGP, is professor of quality of care at the Radboud University Nijmegen and Maastricht University in the Netherlands and director of the Scientific Institute of Quality and Safety in Health Care (WOK) at the University of Nijmegen, one of the leading scientific institutes in the field of quality of care in Europe. He is also acting scientific director of the Nijmegen Centre for Evidence Based Practice, a graduate school organizing clinical and health services research and Ph.D. training at the University Medical Centre St. Radboud. Grol was founder and president (for ten years) of the European Association for Quality in Primary Care (EQuIP), as well as adviser of the Dutch College of GPs for many years. He is member of the Health Council of the Netherlands and

serves on many advisory boards and committees, including the Royal Academy of Sciences committee on research quality. He was awarded an Honorary Fellowship and Lifetime Career Award of the World Organization of Family Doctors in 2004 and an Honorary Fellowship of the Royal College of General Practitioners in the United Kingdom in 2005. In 2006 he received a Royal Award, the Order of the Dutch Lion (Ridder in de Orde van de Nederlandse Leeuw) for unique scientific work on quality in health care. Grol has written over 450 scientific publications and is lead author or co-editor of over 25 books.

STUART GUTERMAN is senior program director for the Fund's Program on Medicare's Future, based at AcademyHealth in Washington, D.C. He is responsible for the Fund's research agenda on Medicare issues and Medicare's role in achieving a high performance health system; the development, management, and review of grants to be funded under the program; and analyses related to the current performance and future improvements in the Medicare program and the health system overall. He was director of the Office of Research, Development, and Information at the Centers for Medicare and Medicaid Services from 2002-2005. Prior to that, Guterman was a senior analyst at the Congressional Budget Office, a principal research associate in the health policy center at the Urban Institute, and deputy director of the Medicare Payment Advisory Commission (and its predecessor, the Prospective Payment Assessment Commission) from 1988-1999. Previously, Guterman was chief of institutional studies in the Health Care Financing Administration's Office of Research, where he directed the evaluation of the Medicare Prospective Payment System for inpatient hospital services and other intramural and extramural research on hospital payment.

SARAH HALL is private secretary to Rt. Hon. Dawn Primarolo MP, Minister of State for Public Health, Department of Health of England.

GEORGE C. HALVORSON was named chairman and CEO of Kaiser Foundation Health Plan, Inc. and Kaiser Foundation Hospitals, headquartered in Oakland, Calif., in March 2002. Kaiser Permanente is the nation's largest integrated health plan, serving more than 8.4 million members in nine states and the District of Columbia. Halvorson has more than 30 years of health care management experience. He was formerly president and CEO of HealthPartners, headquartered in Minneapolis. Prior to joining HealthPartners, he held several senior management positions with Blue Cross and Blue Shield of Minnesota. He was also president of Senior Health Plan, and president of Health Accord International, an international HMO management company. Halvorson serves on a number of boards, including those of America's Health Insurance Plans and the Alliance of Community Health Plans. He is president of the board of directors of the International Federation of Health Plans, and a member of the Harvard Kennedy School Healthcare Delivery Policy Program, The Commonwealth Fund Commission on a High Performance Health System, and the new Institute of Medicine Task Force on Evidence Based Medicine. He also serves on the Executive Council of La Clínica and on the Ambassadors Council to Freedom from Hunger, an international development organization working in 17 countries. He is a former board member and trustee of the National Cooperative Business Association. Halvorson is the author of books on health care, including *Epidemic of Care* published in April 2003, *Strong Medicine*, and *Health Care Co-Ops in Uganda: Effectively Launching Micro Health Plans in African Villages*. He is currently writing two new books, one about racial prejudice around the world, and one about how to systematically reform health care in America. He has written numerous articles on subjects ranging from health information technology to the changing marketplace. Halvorson has interacted in a number of settings with academics, policy-makers, and health industry leaders including the HR Policy Association, the World Bank, the European Health Care Congress, the National Business Group on Health, the Microsoft Annual Health Plan Executive Forum, the National Governors Association, the World Health Care Congress, and a number of universities and colleges. He has served as an adviser to the governments in Great Britain, Jamaica, Uganda, and Russia on issues of health policy and financing.

AREND HERMANS is director of the Market and Consumer Department with the Ministry of Health, Welfare, and Sport in the Netherlands.

PETER HOCKEY, M.B.B.Ch., M.D., FRCP, a 2007-08 Commonwealth Fund Harkness/Health Foundation Fellow in Health Care Policy and Practice, is medical director of Hampshire Primary Care Trust (West) and consultant in Respiratory and General Medicine at Southampton University Hospitals Trust in England. He has a particular interest in patient safety and chairs his organization's Clinical Incident Review Group and Audit and Clinical Effectiveness Committee. In 2000, Hockey was appointed as consultant physician and reorganized the provision of care for patients in Southampton with Chronic Obstructive Pulmonary Disease working with a private sector provider to deliver intensive home care. More recently he was clinical lead for a unique whole-hospital scheme in the New Forest whereby a private sector provider was appointed to provide non-elective care to NHS patients. He is closely involved with the Wessex Institute in delivering a leadership and service improvement program to medical trainees and serves as an advisor to NHS London on the impact of new European Union legislation on healthcare in the U.K. He has published in journals such as the *European Respiratory Journal*, *Journal of Applied Physiology*, and *Respiratory Research*. Hockey holds a bachelor's of medicine and surgery from the University of the Witwatersand, Johannesburg, and a doctorate of medicine from the University of Southampton in 2003, and he recently completed the Harvard Business School Extensive Education Program in Health Care Delivery.

THE HONORABLE PETE HODGSON became New Zealand Minister of Health in October 2005. He joined the New Zealand Labour Party's Dunedin North branch in 1976 holding the position of branch secretary. In 1977 he became the campaign manager for a former Cabinet Minister's successful campaign for the 1978 General Election. In the 1980s, he was employed by the Labour party as a marginal seats organizer and later became part of the Labour Party's strategy committee and the Prime Minister's advisory committee. In 1990, he was nominated as the Labour Party Candidate for Dunedin North. Pete Hodgson has been the MP for Dunedin North since 1990. Prior to his current position as Minister of Health and in previous terms of the Labour-led government from 1999, he has, at various times, held Ministerial portfolios in Energy, Fisheries, Research Science and Technology, Transport, Commerce, Lands and Statistics. He was also convener of the Ministerial Group on Climate Change Policy, and Associate Minister for Economic Development, and Foreign Affairs. Hodgson was educated at Whangarei Boys' High School before training as a vet at Massey University. He practiced as a vet in New Zealand in the early 1970s and in England in the early 1980s. He has also worked as a veterinarian and secondary teacher, mostly of physics, in Dunedin and has owned or managed a range of small businesses.

ABBY HOFFMAN is assistant deputy minister with Health Canada.

SABRINA K. H. HOW is senior research associate for the Fund's Commission on a High Performance Health System. How also served as program associate for two programs, Health Care in New York City and Medicare's Future. Prior to joining the Fund, she was a research associate for a management consulting firm focused on the health care industry. How holds a B.S. in biology from Cornell University and an M.P.A. in health policy and management from New York University

EDWARD F. HOWARD is executive vice president of the Alliance for Health Reform, a nonpartisan effort to educate America's opinion leaders about the urgent need for universal access to affordable, quality health care and long-term care. Since helping launch the Alliance in 1991, Howard has organized hundreds of briefings for Members of Congress and their staffs, reporters and editors, on current health policy topics. Prior to the Alliance's founding, Howard served as general counsel for the U.S. Bipartisan Commission on Comprehensive Health Care, the "Pepper Commission," which reported to Congress on ways to assure access to health care and long-term care for all Americans. Before that, he worked on issues affecting low-income older people at the Villers Foundation and was general counsel for the House Select Committee on Aging, where he played a key role in passing legislation to protect older workers beyond age 65. He has written and lectured across the country, and testified before Congress, on a range of topics related to aging and health, including long-term care, the uninsured, Social Security, Medicaid, Medicare, age discrimination in the workplace, and services for the elderly. He is an elected member of the National Academy of Social Insurance. Previously, he chaired the national advisory committee for the Robert Wood Johnson Foundation's Last Acts, a project to improve care and caring for those near the end of life. He also chaired the George Washington University National Commission on the Long-Term Care Nursing

Shortage, and is a member of the North American Steering Committee of the Global Medical Forum. Howard holds a law degree from Harvard Law School.

JEREMY HURST is a senior economist in the Health Division at the Organisation for Economic Cooperation and Development (OECD). After joining the OECD in 1999, he played a leading role in setting up the OECD's Health Project (2001-04). Within the Health Project, he led or participated in sub-projects on: the development of health care quality indicators; waiting times for elective surgery; human resources in health care; and the development of a framework for reviewing the health systems of member countries. He has carried out reviews of the health systems of Japan, Korea and Finland. He is now working on two projects concerning, respectively, the economics of prevention of non-communicable diseases and the migration of health professionals. A graduate of the London School of Economics, Hurst joined the U.K. Department of Health in 1971 as economic adviser, later becoming the senior economic adviser to the NHS Executive, with responsibility for a wide range of economic questions relating to the management of the NHS in England.

PIETER IDENBURG is deputy director for press and communications for the Dutch Ministry of Health, Welfare and Sport, where he is responsible for the press office of the minister and state secretary. Since joining the Ministry of Health, Welfare, and Sport in 1999, Idenberg has also held positions as spokesman for the state secretary and spokesman for the Minister for topics such as the new health care insurance system, hospital care, elderly care and youth policy. From 1997-1999, Idenburg was a management consultant for the consultancy firm Andersson Elffers Felix (AEF), where he worked on projects on the labor market, public planning, housing, education and health care. He began his career in 1991 as a journalist for the magazine *ZorgVisie*, a national magazine for health care management and policy, and was editor-in-chief from 1994-1997. He co-authored *Van REM-eiland tot RTL 4*, a book focusing on the process of political decision making on commercial television in the Netherlands. Idenburg holds a Ph.D. in political science from the Leiden University.

JOHN K. IGLEHART is founding editor of *Health Affairs*, a bimonthly policy journal published since 1981 by Project HOPE. He serves on the Coordinating Committee of The Commonwealth Fund's International Program in Health Policy and Practice. A national correspondent for the *New England Journal of Medicine* since 1981, Iglehart has written more than 100 papers as part of *New England Journal of Medicine's* regular essay "Health Policy Report." From 1979-1981, he was a vice president of the Kaiser Foundation Health Plan and directed its Washington office. Iglehart held a variety of editorial positions from 1969-1979, including the editorship at the *National Journal*, a privately published weekly journal on federal policymaking. He has been a member of the Institute of Medicine since 1977 and served on its governing council for six years (1985-1991). He is also an elected member of the National Academy of Social Insurance and has served on the boards of AcademyHealth, the American Board of Medical Specialties, and the Educational Commission for Foreign Medical Graduates.

BOI A. J. JONGEJAN, M.D., has been CEO of the Dutch Institute for Healthcare Improvement (CBO) since May 2006. Prior to this, he spent seven years as CEO of the regional cancer center and member of the Board of the National Federation of Cancer Centers. Previous positions include secretary of the board and later unit manager in a general hospital in The Hague. In addition to his position at CBO, Jongejan has been and is active as a board member or adviser to a number of national and regional structures in the area of palliative terminal care, primary care, youth and politics. Jongejan holds an M.D. from Leiden University.

HEIKE JUNG is head of the office of Malu Dreyer, Minister of Labour, Social Affairs, Health Care, Family and Women of the German federal state Rhineland-Palatinate. Prior to this position, she was personal adviser to Malu Dreyer in the office for youth welfare and social affairs in Mainz. From 1989-98 she held various executive positions within the youth welfare office in Mainz. Jung studied social work at the Protestant University of Applied Sciences in Darmstadt. She holds a Ph.D. in educational science from the Johannes Gutenberg University of Mainz, where she also studied law.

DAVID KALISCH was appointed deputy secretary of Australia's Department of Health and Ageing in June 2006. He is a member of the Department's Executive, with responsibility for the Portfolio Strategies Division, Acute Care

Division, the Mental Health and Workforce Division and the South Australian and Western Australian State Offices of the Department. Kalisch is an economist who has worked in a range of social policy areas of government since the early 1980s. This has included policy advising and program management in areas as diverse as labour markets and employment policy, retirement incomes, family assistance, children's services, welfare reform and, more recently, health services. Aside from these social policy and program management experiences, he has an interest in enhancing organizational capability. Since the early 1990s, he has been in the Commonwealth Government Senior Executive Service in the Departments of Social Security, Prime Minister and Cabinet, Family and Community Services and now in Health and Ageing. Aside from these appointments, he was principal adviser to a former Minister for Social Security, and has worked at the Organisation for Economic Cooperation and Development (OECD) in Paris in their employment programs division (1990) and social policy division (1997-98) and at the Australian Delegation to the OECD (1998-99).

SOPHIE KASIMOW joined the Fund in June 2007 as program assistant for the Medicare's Future program, based at AcademyHealth in Washington, D.C. Prior to joining the Fund, she worked as a research assistant at The Hastings Center, where she assisted with the launch of Bioethics and the Public Interest, an initiative designed to promote thoughtful public conversations about ethical issues in health care and the life sciences. From 2005–06, Kasimow worked as a health advocacy fellow at the Medicare Rights Center in New York City. In that role, she facilitated the NY State Medicare Savings Coalition, a group of government, business, community, and nonprofit organizations working to increase awareness of, access to, and enrollment in programs for low-income New Yorkers with Medicare. She received a B.A. in philosophy from Macalester College, in St. Paul, Minnesota, in 2005.

THE HONORABLE ABRAHAM (AB) KLINK was appointed Minister of Health, Welfare and Sport in the fourth Balkenende government in February 2007. Prior to this appointment, he was a member of the Senate of the States General from 2003-2007. Klink began his career in 1985 at the policy institute of the Christian Democratic Alliance (CDA). He subsequently served at the Ministry of Justice, first as a policy officer in the Office of the Secretary-General, then as an adviser to the General Legislation Policy Division, policy coordinator in the Administration of Justice (Development) Department, and finally deputy director of the Administration of Justice Department. In 1999 he returned to the CDA policy institute, this time as director. Klink has also sat on the board of the association of Protestant secondary schools in Rotterdam. He studied sociology at Erasmus University, Rotterdam, and holds a doctorate in law from Leiden University for his thesis "Christian Democracy and the State: the Christian Democratic Political Philosophy and its Implications for Constitutional and Administrative Law."

FRANZ KNEIPS has been director-general for health care, health insurance, and long-term care insurance at the German Federal Ministry of Health since February 2003. He is also editor of *Gesundheit und Sozialpolitik*, a magazine on health and social policy and authored numerous publications in the field of social law and health policy. In 1986, Knieps joined the legal department of the Federal Association of Local Sickness Funds as desk officer for basic issues of legal policy. In 1989 he was named head of the policy staff unit at the Federal Association of Local Sickness Funds where he was responsible for: legislation and policy consulting in the field of social insurance law and health policy; basic political, economic and social issues of the health care system; basic issues of AOK operational policy and operational strategy as well as press and public relations work. In 1998 he became policy manager of the Federal Association of Local Sickness Funds and was active as a consultant for social policy and health care system development for the World Health Organization, the European Union and the German Federal Government, *inter alia* in Albania, Bulgaria, Korea, Poland, Romania, Russia, South Africa, the Czech Republic and Turkey. He holds degrees in law, political science and recent German literature from the Universities of Bonn and Freiburg.

KLAUS KOCH is editor and scientific project manager at the Institute for Quality and Efficiency in Health Care (IQWiG). Prior to this position, he spent 15 years as a freelance medical journalist, writing primarily for national newspapers and magazines such as *Süddeutsche Zeitung*, and for medical journals such as *Deutsches Ärzteblatt*. He received awards for his journalistic work in 1997, 2001, and 2004. He is also the co-author of two books on the

advantages and disadvantages of cancer screening from the viewpoint of the individual. Koch holds a degree in biology from the University of Cologne.

KARL LAUTERBACH, M.D., is director of the Institute of Health Economics and Clinical Epidemiology (IGKE) at the University of Cologne. From 1996 to 1998 he was director of the Institute of Health Economics, Medicine, and Society (IGMG), University of Cologne. Prior to that, he was an assistant professor at the Harvard School of Public Health, Boston University and Harvard Medical School. His areas of expertise are methodological aspects of health economics, evidence-based medicine, primary and secondary prevention, managed care, cost-effectiveness analysis and the ethics of resource allocation. Lauterbach serves as an adviser to the Federal Minister of Health and Social Security, and is a member of the German Bundestag. He holds a medical degree from Heinrich-Heine University, as well as an M.P.H. and Ph.D. from Harvard School of Public Health.

SHELIA LEATHERMAN, CBE, FRCGP(Hon), is research professor at the School of Public Health, the University of North Carolina at Chapel Hill and visiting professor of the London School of Economics. She conducts international research and policy analysis, focusing on quality of care, health systems reform, and methodologies for evaluating the performance of health care systems. Leatherman is an elected member of the Institute of Medicine of the U.S. National Academy of Sciences (2002) where she serves on the Global Health Board, an elected member of the National Academy of Social Insurance (1997) and an Honorary Fellow of The Royal College of Physicians in the United Kingdom (2005). Her work is published widely in journals such as *Journal of the American Medical Association*, *Lancet*, *Health Affairs*, *Medical Care* and the *BMJ* and she has authored five books on quality of care in the United States and United Kingdom. In 2007, she was awarded by Queen Elizabeth the honor of Commander of the British Empire (CBE) for her work over the past decade in the National Health Service. Currently she is the research advisor to a four year demonstration project, funded by the Bill and Melinda Gates Foundation, to develop and test innovations to link health access programs with microcredit in India, West Africa, Bolivia and the Philippines. She has a broad background in health care management in state and federal health agencies, as chief executive of an HMO, and as a senior executive of United HealthGroup in the United States.

THE HONORABLE MICHAEL O. LEAVITT was sworn in as the 20th Secretary of Health and Human Services on January 26, 2005. As Secretary, he leads the Nation's efforts to protect the health of all Americans and provide essential human services to those in need. He manages one of the largest civilian departments in the federal government, with more than 67,000 employees and a budget that accounts for almost one out of every four federal dollars. During his first year, he led efforts to successfully enroll tens of millions of seniors and disabled persons in the new Medicare prescription drug benefit; mobilized the nation's pandemic preparedness; accelerated the development of health information technology standards and oversaw the medical response to Hurricane Katrina. He presided over changes in Medicaid statutes to give states flexibility to provide targeted insurance coverage to more people, and worked with Congress to pass the reauthorization of the Temporary Assistance to Needy Families. During his second year, Leavitt spearheaded the Nation's Health Diplomacy initiative aimed at improving the health of Central Americans and bringing the countries of North and Central America closer together. He also organized a nationwide campaign to transform the Nation's health care sector into a value-driven health care system. He is intensely focused on making health care more transparent in quality and price, and reducing the time and expense of bringing safe and effective drugs to market. Prior to his current service, Leavitt was head of the U.S. Environmental Protection Agency and served three terms as Governor of Utah. During his eleven years as Governor, Utah was recognized six times as one of America's best managed states. He was chosen by his peers as Chairman of the National Governors Association, Western Governors Association and Republican Governors. Prior to his public service, Leavitt served as president and chief executive officer of a regional insurance firm, establishing it as one of the top insurance brokers in America. He is married to Jacalyn S. Leavitt; they are the parents of five children.

JULIAN LE GRAND is the Richard Titmuss Professor of Social Policy at the London School of Economics. From 2003-2005 he was seconded to No. 10 Downing Street as senior policy adviser to the Prime Minister. He is an honorary fellow of the Faculty of Public Health Medicine, a senior associate of the Kings Fund, and a founding

academician of the Academy of Social Sciences. In 2006, he was awarded an honorary doctorate by the University of Sussex, and in 2007 he was made a Fellow of the Royal Society of Arts. Le Grand is currently chairman of Health England: the National Reference Group for Health and Well Being for the Department of Health. He is also a member of the Group of Societal Policy Analysts advising the President of the European Commission. As well as these positions, Le Grand has acted as an adviser to the World Bank, WHO, the Organisation for Economic Cooperation and Development, HM Treasury, the Department of Work and Pensions and the BBC. He has been vice-chairman of a major teaching hospital, a commissioner on the Commission for Health Improvement, and a non-executive director of several health authorities. An economist by training, he is the author, co-author or editor of eighteen books and over one hundred articles on economics, philosophy and public policy. He is one of the principal architects of the U.K. Government's current public service reforms introducing choice and competition into health care and education, and has developed many other policy innovations, including the 'baby bond' or Child Trust Fund, partnership schemes for funding long term care, the disadvantage premium in education and the social work practice. Le Grand is also chair of the U.K. Harkness Fellowships in Health Care Policy and Practice Selection Committee.

CLAIRE LEMER, M.B.B.S., is clinical adviser and special assistant to the chief medical officer of England, Sir Liam Donaldson. She combines her work in this position with work on patient safety for the World Alliance for Patient Safety, including the "High Fives" initiative. Lemer was a 2004-05 Commonwealth Fund Harkness Fellow in Health Care Policy. During her fellowship, she was based at Brigham and Women's Hospital in Boston and researched pediatric prescribing errors. She qualified as doctor in 2000 from Cambridge and University College London and began her professional career as a pediatrician at Guy's and St. Thomas's hospital in London.

CHRISTINE LEPAGE is associate director of the international department at the Institut National du Cancer in France, where she oversees relations with developed countries (North America, Asia and Europe) on issues related to health care, politics of care and research. Prior to this position, she worked in the cabinet of the Minister of Education and Research, where she was responsible for questions of orientation within the framework of secondary education and the courses of the higher education (LMD). She has also worked for an association dedicated to hospitalized children. Lepage holds a master's degree in law from the University of Paris II and a master's degree in economics and finance from the Ecole Supérieure de Commerce de Paris.

GERAINT H. LEWIS, M.B.B.Ch., a 2007-08 Commonwealth Fund Harkness Fellow in Health Care Policy and Practice, is a public health physician working as a policy adviser at the Cabinet Office and as a visiting fellow at the King's Fund. Lewis developed and implemented the *Virtual Wards* project (aimed at avoiding emergency hospital admissions), which won an unprecedented four categories at the *Health Service Journal* awards and is being adopted across the United Kingdom and internationally. His current interest is in novel applications of predictive risk modelling, such as predicting admissions to nursing homes and forecasting social exclusion. He has published several articles in journals such as the *BMJ*, *The Journal of Physiology*, and the *Health Service Journal*, and has co-authored a postgraduate textbook on public health. Lewis holds a primary medical qualification from Cambridge and a master's degree in public health from the London School of Hygiene & Tropical Medicine, as well as membership of the Royal College of Physicians of London and of the Faculty of Public Health.

NEIL J. MACKINNON, FCSHP, a 2007-08 Canadian Harkness Associate in Health Care Policy and Practice, is an associate professor and the associate director for research in the College of Pharmacy at Dalhousie University, Nova Scotia. MacKinnon also has faculty appointments in Dalhousie's School of Health Services Administration and Department of Community Health & Epidemiology, and is also a member of the Canadian Patient Safety Institute's research and evaluation committee, a faculty member of the *Safer Healthcare Now* campaign (medication reconciliation initiative) and a member of the Medication Advisory Panel for a private third party payer, Medavie Blue Cross. His primary research focus has been on the safety and quality of the medication-use system, and his current research interests include developing a brokerage function for linking Canadian researchers and decision makers in patient safety, and developing medication safety indicators. MacKinnon has co-authored over 35 peer-reviewed journal articles and has edited two books. MacKinnon holds a Ph.D. in pharmacy health care administration from the University of Florida, and a master's degree in hospital pharmacy from the University of Wisconsin.

MARY MAHON is the senior public information officer at The Commonwealth Fund. Prior to joining the Fund, she worked in the public affairs office of Planned Parenthood of New York City for 12 years in a variety of communications positions. Mahon has a B.A. in sociology from Queens College, City University of New York.

MARTIN MARSHALL, CBE, M.B., B.S., M.D., FRCP, FFPHM, FRCGP, is one of two deputy chief medical officers (DCMO) in the Department of Health for England, where he leads the Healthcare Quality and Safety Directorate. He also contributes to the Department's work on medical education, clinical engagement and the role of IT. Prior to this position, he was head of the division of primary care and professor of general practice at the National Primary Care Research and Development Centre, University of Manchester. He has worked as a principal in general practice for over 16 years, most recently in an inner-city practice in Manchester and prior to this in an urban practice in Devon. In his academic posts, Marshall's research interests have been in the field of policy-related quality of care – the development, use and abuse of measures of quality, the public disclosure of information about performance, and the relationship between organizational culture and quality improvement and the use of incentives. Marshall was a Harkness Fellow in Health Care Policy in 1998-99, based at the RAND Corporation in California. He was a member of the General Medical Council/Royal College of General Practitioners (RCGP) working group that produced Good Medical Practice for General Practitioners, the proposed basis for revalidation of general practitioners. He has been a member of the Manchester Performance Panel, the RCGP Research Group and Quality Network and an elected member of the RCGP Council. He has been an expert adviser to the Healthcare Commission, the Modernisation Agency, the National Clinical Assessment Service, the National Patient Safety Agency, the National Patient Safety Research Programme and the National Primary Care Collaborative. He was president of the European Society for Quality Improvement in Family Practice from 2005-06 and was an adviser to the Organisation for Economic Co-operation and Development (OECD). In 2005 he was awarded a CBE in the Queen's Birthday Honours list, for Services to Health Care.

KEITH MASON is senior private secretary to the Honorable Pete Hodgson, New Zealand Minister of Health. Mason has held the position of senior private secretary for 18 years, providing support services to a Deputy Prime Minister and five Ministers of the Crown across three governments. As senior private secretary he is responsible for the general management of the Minister's private office including time, activities and relationships with political colleagues, portfolio concerns and with the media and public of New Zealand. His interests in the Health portfolio extend to quality, safety and best practice issues, and the efficiencies these may provide to the health and disability sector in particular, and to the wider public service in New Zealand. He has previously worked in such diverse portfolios as Research Science and Technology, Agriculture, Fisheries, Forestry, Conservation, Environment, Economic Development, Energy, Climate Change, Internal Affairs and Local Government, National Library and National Archives, Foreign Affairs, Transport, Land Information, Statistics and Commerce. Prior to duties in Ministerial Offices, Mason was employed by the former Department of Scientific and Industrial Research (DSIR), where he was responsible for providing integrated information management services to policy managers and scientists.

MARK B. MCCLELLAN, M.D., joined the Brookings Institution as a senior fellow and director of the Engelberg Center for Health Care Reform in July 2007. The Center will study ways to provide practical solutions for access, quality, and financing challenges facing the U.S. health care system. In addition, McClellan is the Leonard D. Schaeffer Chair in Health Policy Studies. McClellan has a highly distinguished record in public service and academic research. He is the former administrator for the Centers for Medicare and Medicaid Services (2004-2006) and the former commissioner of the Food and Drug Administration (2002-2004). He also served as a member of the President's Council of Economic Advisors and senior director for health care policy at the White House (2001-2002). In these positions, he developed and implemented major reforms in health policy, including the Medicare prescription drug benefit and the FDA's Critical Path initiative. In the Clinton administration, McClellan was deputy assistant secretary of the Treasury for economic policy from 1998-99, supervising economic analysis and policy development on a range of domestic policy issues. McClellan was also an associate professor of economics and associate professor of medicine (with tenure) at Stanford University, from which he was on leave during his government service. He directed Stanford's Program in Health Outcomes Research and was also associate editor of the *Journal of Health Economics*, and co-principal investigator of the Health and Retirement Study (HRS), a

longitudinal study of the health and economic status of older Americans. His academic research has been concerned with the effectiveness of medical treatments in improving health, the economic and policy factors influencing medical treatment decisions and health outcomes, the impact of new technologies on public health and medical expenditures, and the relationship between health status and economic well being. He has twice received the Kenneth J. Arrow Award for Outstanding Research in Health Economics. McClellan is a member of the Institute of Medicine of the National Academy of Sciences, a research associate of the National Bureau of Economic Research, and a visiting scholar at the American Enterprise Institute. A graduate of the University of Texas at Austin, McClellan earned his M.P.A. from Harvard University's John F. Kennedy School of Government in 1991, his M.D. from the Harvard-MIT Division of Health Sciences and Technology in 1992, and his Ph.D. in economics from MIT in 1993. He completed his residency training in internal medicine at Brigham and Women's Hospital, Boston. McClellan has been board-certified in internal medicine and has been a practicing internist during his academic career.

BARRY MCCORMICK is chief economist and director of analysis at the Department of Health of England. He was professor of economics at the University of Southampton from 1991-2002, and an academic consultant to the Treasury from 2000-01. He served on the editorial board of *Economic Journal Conference Volume* from 1992-1995, was the founding editor of the *Economic Review*, and is a Council member of the Royal Economic Society Committee. He has published extensively in peer-reviewed economic journals and recently co-authored *Immigration Policy and the Welfare System (OUP 2002)*. His present interests include health system reform, obesity and the measurement of health output in national income accounting. McCormick holds degrees from Manchester University and Massachusetts Institute of Technology.

RUTH MCDONALD, a 2007-08 Commonwealth Fund Harkness Fellow in Health Care Policy and Practice, is a senior research fellow at the National Primary Care Research and Development Centre at the University of Manchester. Her previous posts include research fellow/associate at Universities of Liverpool and Leeds, and manager and hospital financial director in the NHS for 11 years. Her current and recent research grants include: the impact of incentives on the behavior and performance of primary care professionals, culture change in NHS organizations and threats to patient safety in the operating theatre. McDonald has published in journals such as *Sociology of Health and Illness*, *Quality and Safety in Health Care*, *Sociology*, and *Pharmacoeconomics*, and has authored two books and numerous book chapters on topics including: patient safety and/or complexity, doctors' and nurses' views of clinical guidelines, management of change in a primary care trust, rationing, and empowering patients as consumers in the NHS. McDonald holds a Ph.D. in policy ethnography from the University of Liverpool and a master's degree in health economics from the University of York.

STEPHEN MCKERNAN is the director-general of health for the New Zealand Ministry of Health, a role he has held since July 2006. As director-general he is principal adviser to the Minister of Health and Associate Minister of Health on health and disability matters and has the key strategic role in leading the development and performance of the New Zealand health system. He is responsible for the negotiation of, and allocation of \$11 billion of health expenditure and the monitoring of this through the 21 District Health Boards. Prior to this position, McKernan spent four years as a chief executive of the Counties-Manukau District Health Board (DHB), one of New Zealand's largest DHBs, serving a high needs population with an annual budget of \$950 million and employing some 5,500 staff. Prior to joining Counties-Manukau, McKernan spent four years as chief executive of Hutt Valley District Health Board and its predecessor organization, Hutt Valley Health.

VIVIENNE MCLOUGHLIN, is director of strategy and development and the deputy chief executive of The Health Foundation, an independent charitable Foundation which aims to improve the quality of health care in the United Kingdom and beyond. Prior to this, she was executive director of the Australian Council for Safety & Quality of Healthcare, a body administered by the Australian Federal Department of Health which reported to all Australian health ministers. In this and previous posts she had responsibility for a range of national quality initiatives. McLoughlin has almost 20 years of experience in the Australian healthcare system and has worked at local, national and international levels. McLoughlin worked as a consultant to the Organisation for Economic Cooperation Development (OECD) from 1998-99, comparing the effects of health policies and financing on

evidence-based healthcare processes across six countries. Immediately prior to this she chaired the Ministerial Review of the General Practice Strategy, having led the development of the government's general practice strategy since 1992. McLoughlin has participated in a range of international activities on safety and quality, including work through The Commonwealth Fund on quality performance measurement. She is a member of the Royal Society of Medicine.

PETER MCNAIR, a 2007-08 Commonwealth Fund Harkness Fellow in Health Care Policy and Practice, is senior policy analyst in the Funding Policy Unit in the Australian Department of Human Services, having previously worked in the Metropolitan Health Service Performance Management and Clinical Information Units. His work focuses on the development of funding and service planning policy and the implementation of innovative policy solutions to improve health care quality. In addition to reports published for the Victorian Department of Human Services, McNair has published in the *Australian and New Zealand Journal of Medicine* and *Australian Health Review*. McNair earned a master's of health science from Latrobe University, a master's of public health in clinical epidemiology from Monash University, and a bachelor's of nursing from Phillip Institute of Technology.

MARK MERLIS is an independent consultant, providing policy and data analysis on a wide range of health policy issues, including Medicare and Medicaid, private health insurance reform, long-term care financing, and international comparison of healthcare systems. Recent clients have included the Henry J. Kaiser Family Foundation, the National Health Policy Forum, and the National Academy of Social Insurance. Previously he was a senior fellow at the Institute for Health Policy Solutions, where he focused on Medicare, SCHIP, and long-term financing issues. He has also held positions at The Commonwealth Fund, the Congressional Research Service, the National Governors Association, and the Maryland Department of Health and Mental Hygiene.

UTA MEURER is managing director of the Bibliomed-Verlag Melsungen (Bibliomed), a publishing house belonging to the B. Braun group that publishes leading professional journals in the healthcare sector. She also manages the B. Braun-Stiftung Melsungen. At Bibliomed, Meurer designed and became chief editor of the professional journal *Führen und Wirtschaften im Krankenhaus* (F&W). She also publishes the journal *Die Gesundheits Wirtschaft*. Meurer, who has studied business administration, began her career as a qualified bank clerk, has held positions as a public relations consultant and advertising manager in leasing and industrial enterprises prior to joining Bibliomed.

STEPHANIE MIKA is program assistant for The Commonwealth Fund's State Innovations Program. Before joining the Fund in July 2007, Mika was head course associate for the Program in Human Biology at Stanford University, and worked as a research assistant at the Center for Infant Studies, focusing on language comprehension in young children. She earned a B.A. with honors in human biology at Stanford University.

LEE N. NEWCOMER, M.D., is senior vice president of oncology for United Healthcare, Inc. His unit is responsible for improving the quality and affordability of care for the 111,000 cancer patients covered by United Healthcare, Inc. Prior to rejoining United Health Group (UHG), Newcomer was a founding executive of Vivius, a consumer directed venture that allowed consumers to create their own personalized health plans. From 1991-2000, Newcomer held a number of positions at UHG, including chief medical officer. His work there emphasized the development of performance measures and incentives to improve clinical care. Before joining UHG, he was medical director for CIGNA Health Care of Kansas City. Newcomer is a board certified medical oncologist and practiced medical oncology for nine years in Tulsa, Oklahoma and Minneapolis (Park Nicollet Clinic). He has published in peer-reviewed and industry journals on a variety of scientific and management topics and he regularly comments on health care issues and trends in national and regional media, including *The New York Times* and the *Wall Street Journal*. He is currently the chairman of Park Nicollet Health Services, an integrated system of over 650 physicians and a 400-bed hospital. The group is nationally recognized for its leadership in quality, safety and lean processes. Newcomer earned a bachelor's degree in biology from Nebraska Wesleyan University, an M.D. from the University of Nebraska College of Medicine, and an M.S. degree in health administration from the University of Wisconsin at Madison. He completed his internship and residency in internal medicine from the

University of Nebraska Hospital, and his fellowships in medical oncology and administrative medicine from the Yale University School of Medicine and the University of Wisconsin at Madison, respectively.

DOUGLAS NOBLE, M.B.B.Ch., is a clinical adviser to Sir Liam Donaldson, chief medical officer for England and chair of the WHO World Alliance for Patient Safety. He is also a Safety Scholar of the WHO World Alliance for Patient Safety, hosted by Johns Hopkins University, Bloomberg School of Public Health and Quality and Safety Research Group. Noble has worked extensively in China, where he acted in a lay capacity as the international medical adviser to the Jian Hua Foundation, a non-governmental organization involved in medical and development projects. After qualifying as a medical doctor from St. Andrews and Oxford University, Noble trained in general surgery at Oxford. During this time he was appointed as a Research Fellow at Green College, University of Oxford, where he restructured the undergraduate medical training programme.

RACHEL NUZUM, program officer for The Commonwealth Fund, is responsible for the development and management of the State Innovations program. She also plays a major role in the communication of its results and periodic reviews of its accomplishments and effectiveness. Additionally, Nuzum is involved in work related to the Commission on a High Performance Health System, including site visits and preparation of Commission background materials. Before joining the Fund in January 2007, Nuzum was a legislative assistant for Senator Maria Cantwell (WA), serving as a policy adviser on health, retirement and tax issues. Her responsibilities included writing and analyzing legislation and advising the Senator on issues within her portfolio. Other responsibilities included conveying the Senator's position through opinion pieces, editorials, and articles for publication and representing the Senator at events and meetings with stakeholders. Prior to joining Senator Cantwell's office in 2005, she served as a David Winston Health Policy Fellow in Senator Jeff Bingaman's (NM) office. In this role, Nuzum staffed the Senator on the Health, Education, Labor and Pension Committee and the Senate Finance Committee. She holds a B.A. in political science from the University of Colorado and an M.P.H. in health policy and management from the University of South Florida.

DENNIS S. O'LEARY, M.D., is president of The Joint Commission. Under his leadership, The Joint Commission has successfully transformed its accreditation process to focus on actual organization performance in the provision of patient care. This transformation has set the stage for the progressive introduction of care-related outcomes and process measures, as well as national patient safety goals, into the accreditation process. O'Leary has also overseen the introduction of cutting-edge standards relating to patient safety, pain management, use of patient restraints, and emergency preparedness. And in recent years, he has spearheaded the launching of a series of Joint Commission public policy initiatives. These have addressed the nurse staffing crisis, health professions educational reform, and the nexus between patient safety and the tort system, among others. Prior to joining The Joint Commission, O'Leary served as dean for clinical affairs at the George Washington University Medical Center in Washington, D.C. and vice president of the George Washington University Health Plan, an academic HMO. During his 15-year tenure at George Washington, he achieved the faculty rank of professor of Medicine and served as medical director of the university's hospital for more than a decade. O'Leary earned his medical degree from Cornell University Medical College in New York and his bachelor's degree from Harvard University in Cambridge, Mass. After two years of internal medicine training at the University of Minnesota Hospital in Minneapolis, he completed his residency and hematology fellowship at Strong Memorial Hospital in Rochester, NY. He is board certified in Internal Medicine and Hematology.

ROBIN OSBORN, vice president and director of The Commonwealth Fund's International Program in Health Policy and Practice, has responsibility for the Fund's annual international symposium, annual international health policy surveys and comparisons of health systems data, the Commonwealth Fund-Nuffield Trust international conferences on quality (Pennyhill Park/Ditchley), the Fund's International Working Group on Quality Indicators, the Harkness Fellowships in Health Care Policy and Practice, and the Packer Policy Fellowships. In addition, she serves on the editorial board of the *Health Systems in Transition* series of the European Observatory. Prior to joining the Fund in 1997, Osborn was director of fellowship programs at the Association for Health Services Research, where she directed the Picker/Commonwealth Scholars Program and served as deputy director of the Robert Wood Johnson Foundation Investigator Awards in Health Policy Research Program. While living in the

United Kingdom from 1986-1992, she held management positions at BUPA, the largest private health insurer in the United Kingdom, with responsibility for developing managed care programs. Her previous positions include managing director of the Miller Institute for Performing Artists at St. Luke's-Roosevelt Hospital Center; executive director of Blue Cross and Blue Shield of Greater New York's corporate foundation, The Health Services Improvement Fund; special assistant to the vice president of Blue Cross and Blue Shield for the division charged with cost containment, quality, pilot benefits and health services research; and assistant director of Bronx Municipal Hospital Center, a 1,400-bed, public safety net hospital. She earned a B.S. with honors at Tufts University and an M.B.A. from Columbia University.

RONALD J. PATERSON, LLB is the New Zealand Health and Disability Commissioner. He has played a leading role in health care law, ethics and policy in New Zealand for the past decade. Paterson has taught and researched in the United States as a Fulbright Visiting Professor of Biomedical Ethics at Case Western Reserve University (1993) and a Harkness Fellow in Health Care Policy at Georgetown University (1998-99). He played a key role in drafting New Zealand's Code of Patients' Rights, which he now administers as Health and Disability Commissioner, investigating complaints about the quality of health care, and advocating for patients on health policy issues. He gave evidence on "Safeguarding Patients" as an expert witness before the Shipman Inquiry in England (2004). In 2004-05 he chaired two major health system reviews in Australia: the Review of the Assessment of Overseas-Trained Surgeons and the Review of National Arrangements for Safety and Quality of Health Care in Australia. Paterson is co-editor of the textbook *Medical Law in New Zealand* (2006).

PAULINE PHILIP leads the patient safety programs for WHO. Currently on secondment to the WHO by the U.K. Department of Health, Philip leads the secretariat for the World Alliance on Patient Safety, which was launched in 2004. She is responsible for facilitating international involvement in shaping the strategic direction of the Alliance; engaging key partners, countries and agencies; monitoring and supporting the delivery of annual programs; assuring that the Alliance's work is responsive to the priorities of WHO members states; and disseminating information on activities to all stakeholders. Philip also acts as senior adviser to the chief medical officer for England. Previously, Philip was director of mental health for the London Region of the NHS from 1992-2002, and prior to that was a Trust chief executive in the NHS for ten years. She holds bachelor's and master's degrees from Kings College London.

PETER POMPE is head of the Division of Protocol, International Visitors' Service, Relations with Embassies, and Language Services with the German Federal Ministry of Health.

THE RIGHT HONORABLE DAWN PRIMAROLO, MP was appointed Minister of State for Public Health at the Department of Health in July 2007. In this role, she is responsible for health improvement and health protection issues including such areas as tobacco, obesity, drugs and sexual health, as well as international business, pharmacy and research and development. Prior to her appointment at the Department of Health, Primarolo spent ten years at the Treasury, first as Financial Secretary (1997-1999) and subsequently as Paymaster General, responsible for oversight of taxation as a whole. Prior to 1997, she held two posts in Opposition, as front bench spokesperson on health (1992-1994) and Treasury and economic affairs (1994-1997). Primarolo was a member of Avon County Council and was elected as Member of Parliament for Bristol South in 1987.

UWE E. REINHARDT is the James Madison Professor of Political Economy at Princeton University's Woodrow Wilson School of Public and International Affairs. He is also chairman of the Coordinating Committee of The Commonwealth Fund's International Program in Health Policy and Practice. A native of Germany, he has taught at Princeton University since 1968. Although his research interests since that time have centered mainly on health economics and policy, his work has also included topics in corporation finance, including benefit-cost analyses of the Lockheed L-1011 Tri Star and the Space Shuttle. In 1978, Reinhardt was elected to the Institute of Medicine (IOM) of the National Academy of Sciences. He served on IOM's Governing Council from 1979-1982 and currently serves on its Committee on Technical Innovation in Medicine and Committee on the Implications of a Physician Surplus. In 1996, he was appointed to the IOM's Board of Health Care Services. Reinhardt serves on the National Leadership Coalition on Health Care, which is co-chaired by former Presidents Carter and Ford. He is past

president of the Academy for Health Services Research and Health Policy, and is a current member of the board of the National Institute for Health Care Management. Reinhardt is also a member of the Council on the Economic Impact of Health Reform. He has served on a number of government committees and commissions, among them the National Council on Health Care Technology of the U.S. Department of Health, Education and Welfare and the Special Medical Advisory Group of the former Veterans Administration. From 1986-1995, he served three consecutive three-year terms as a commissioner on the Physician Payment Review Commission. Reinhardt was or is a member of numerous editorial boards, among them the *New England Journal of Medicine*, *JAMA*, *Journal of Health Economics*, *Milbank Memorial Quarterly*, and *Health Affairs*.

SHANE RETI (QSM), M.B.Ch.B., a 2007-08 Commonwealth Fund Harkness Fellow in Health Care Policy and Practice, is a primary care doctor and senior lecturer (Hon) in the Department of General Practice and Primary Health Care at the University of Auckland. He is a 3rd term ministerial appointment as a director of the Northland District Health Board and is a recipient of the Queens Service Medal (QSM) for Public Service for his contribution to medical research, health, and Maori education. He has published articles in journals such as the *New Zealand Medical Journal*, *New Zealand Family Physician*, and *American Journal of Diabetes*. Reti qualified as a physician, earned a diploma in professional ethics, and received his master's degree in medical sciences from Auckland University, and earned a diploma in dermatological science from Cardiff University.

MICHAEL RICHARDS, CBE, M.D., FRCP, FFPH, FRCPath (Hon), FRCR(Hon), was appointed as the first National Cancer Director of England's Department of Health in October 1999. In 2000, he led the development of the NHS Cancer Plan, the first comprehensive strategy to tackle cancer in England and since then has been responsible for overseeing its implementation. He works closely with ministers, parliamentarians, civil servants, clinicians, managers, patient groups, charities, researchers and industry to achieve the objectives of the plan. Prior to his appointment to the Department of Health, Richards was the Sainsbury Professor of Palliative Medicine at St Thomas's Hospital (1995-1999) and a consultant medical oncologist at Guy's Hospital, specializing in breast cancer (1986-1995). He was also clinical director of cancer services at Guy's and St Thomas's Hospitals from 1993-1999. In 2001, he was appointed CBE in the New Year's honours and was awarded the Hambro Macmillan Fellowship for his contribution to cancer services in 2003. Richards was closely involved in the establishment of the National Cancer Research Institute (NCRI) in 2001 and has been a board member throughout its first five years. In April 2006, he became chairman of the NCRI Board in addition to his role as National Cancer Director.

MICHELLE G. RIES is program associate for The Commonwealth Fund's International Program in Health Policy and Practice. Prior to joining The Fund in August 2007, Ries completed the Health Research Training Program at the New York City Department of Health and Mental Hygiene, Office of Health Media and Marketing, and worked as program assistant at The Liz Claiborne Foundation. She earned a B.A. with honors in dramatic art and anthropology at the University of North Carolina at Chapel Hill and an M.P.H. from Columbia University's Mailman School of Public Health.

DEBORAH ROCHE is senior adviser in the Department of Health, where she works on a range of strategic issues including regulation, reconfiguration, commissioning, mental health, EU and international health policy. Prior to this, she was senior research fellow and head of the health and social care team at the Institute for Public Policy Research (ippr). Before joining ippr, Roche was a senior lecturer at St George's Hospital Medical School in London, and previously worked in health care in New Zealand. Since 2003, she has been a guest lecturer in health policy at the London School of Economics. Roche has published reports and articles on a range of health policy issues, has regularly commented on health issues in broadcast and print media, and has managed public involvement events.

CLAUDIA SANMARTIN, a 2007-08 Canadian Harkness Associate in Health Care Policy and Practice, is a senior research analyst in the Health Analysis and Measurement Group at Statistics Canada, where she plays an active role in conducting research and developing new data sources to meet emerging information needs in the area of health, healthcare, and health system performance. She is also an adjunct research professor in the Department of

Community Health Science at the University of Calgary, where she is also a member of the Western Canada Waiting List Project. Her current research interests include access to health care services with a specific focus on waiting times and non-need determinants of access to care such as socio-economic status; development of benchmarks for waiting times; and non-need determinants of care and the identification of potential inequities. Sanmartin holds a Ph.D. in health services research from the University of British Columbia and a master's degree in health administration from the University of Toronto.

SOPHIA SCHLETTE joined Germany's Federal Ministry of Health, Strategic Policy Division, in February 2007 as a temporary adviser on bilateral and European health affairs. Prior to that, she was senior expert on health policy at the Bertelsmann Stiftung, where she initiated and directed the International Network Health Policy & Reform since 2002 and the Foundation's health policy program. Her career as a public health professional began in 1989 in Northern and Sub-Saharan Africa working with UNICEF and WHO and then in several Latin American countries on behalf of a German development agency. She conducted numerous consultancies in Europe, Africa, and Asia on behalf of Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ), WHO, the International Labour Organization (ILO), and the European Commission, advising on issues such as health sector reform, human resources, social health insurance, and AIDS prevention. Having completed an M.P.H. at Harvard in the mid-1990s, Schlette turned from development work to domestic and OECD countries' health affairs.

THE HONORABLE ULLA SCHMIDT was appointed Federal Minister of Health for Germany on January 18, 2001, appointed first Federal Minister of Health and Social Security on October 22, 2002, and since November 22, 2005, served as the Federal Minister of Health. Schmidt has been a member of the Social Democratic Party (SPD) since 1983. In addition, she is a member of the IG Bergbau, Chemie und Energie (the Miners', Chemical and Power Plant Workers' Union), the Arbeiterwohlfahrt (Workers' Welfare Association), the Kinderschutzbund (Child Protection Association) and the Arbeiter-Samariter-Bund (Workers' Samaritan Organization). Her social involvement and commitment to social policy have been consistent features throughout her entire career. In 1968 she completed Abitur (school-leaving and university entrance qualification) at the Städtisches Einhardgymnasium in Aachen. Until 1976 she studied psychology at the Rheinisch-Westfälische Technische Hochschule in Aachen, as well as studied at the Pädagogische Hochschule in Aachen as a teacher for primary and lower secondary schools, student teacher at the study seminar in Aachen for primary and lower secondary schools. From 1976-1985, she served as a teacher at the school for slow learners in Stolberg and during this time (from 1980-1984) studied at and graduated from the Open University of Hagen as a teacher for the instruction of slow learners and rehabilitation of maladjusted pupils. From 1985-1990, she was a teacher at the school for remedial teaching in the county of Aachen, Department for Integration, while also serving as a member of the local staff council, the district staff council and the joint staff council for teachers at special schools at the Ministry for Education and Cultural Affairs of the Land of North Rhine-Westphalia. Since 1983, Schmidt has been a member of the SPD and performed various functions on the local and supralocal party level, such as chairperson of the local branch of Richterich (area of Aachen), member of the executive committee of the Aachen subdistrict, member of the SPD party council, town councillor of Aachen, spokesperson on housing policy of the Aachen SPD Group, vice chairperson of the SPD subdistrict Aachen-Stadt. Since 1990 she has been a member of the German Bundestag. Until her appointment as the Federal Minister of Health, Schmidt performed a wide range of activities in various bodies, such as member of the Managing Board of the SPD parliamentary group; chairperson of the working group set up by the SPD parliamentary group in the Bundestag on the equality of women and men; deputy member of the Committee on Family Affairs, Senior Citizens, Women and Youth; deputy member of the Committee on Labour and Social Affairs; first substitute and then regular member of the Mediation Committee; spokesperson of the project group entitled "Family Policy in the 21st Century;" spokesperson of the ad hoc working group on 'Sexual Violence against Children;" representative of the SPD in the ZDF (Zweites Deutsches Fernsehen) television council; and deputy chairperson of the SPD parliamentary group for the areas of Labour and Social Affairs, Women, Families and Senior Citizens.

ERIC C. SCHNEIDER, M.D., is associate professor in the Department of Health Policy and Management at the Harvard School of Public Health and the Division of General Medicine and Primary Care at Brigham and Women's Hospital. Schneider's research focuses on measurement methods in health care quality, the impact of quality

measurement, public reporting, and payment incentives on health care quality, and the impact of patient race and other sociodemographic characteristics on the quality of care. Current research includes (1) evaluation of the relationship between the quality management programs of primary care practices in Massachusetts and their performance on standardized performance measures, (2) evaluation of the implementation of ambulatory performance measures in 3 communities that have adopted electronic health records and health information exchange, and (3) refinement of the National Quality Measures Clearinghouse sponsored by the Agency for Health Care Research and Quality (AHRQ). Recent projects include an evaluation of statewide hospital safety reporting in Massachusetts and clinical measure development in the areas of colorectal cancer screening, cancer treatment, and asthma in collaboration with the Centers for Disease Control and Prevention (CDC), the National Cancer Institute (NCI), National Committee for Quality Assurance (NCQA), RAND, and the American Society for Clinical Oncology (ASCO). Schneider currently serves as methodologist on the Executive Committee of the Physician Consortium for Performance Improvement (PCPI), as a member of the American College of Physicians (ACP) Performance Measures Subcommittee and as a member of the Cancer Quality Council of Ontario (Canada). In the past, he has served as member of the Asthma Measurement Technical Advisory Panel of NCQA and as a Consulting Health Services Research Scientist, NCQA. He was member of a CMS-sponsored technical expert panel on the impact on the proposed Medicare Voluntary Reporting Program on providers that deliver care to vulnerable Medicare beneficiaries. Schneider teaches Quality Improvement in Health Care at the Harvard School of Public Health and practices and teaches primary care internal medicine at Brigham Internal Medicine Associates and Brigham and Women's Hospital. He received his M.D. from the University of California, San Francisco and his M.Sc. from the School of Public Health at the University of California, Berkeley.

CATHY SCHOEN is senior vice president at The Commonwealth Fund, a member of the Fund's executive management team, and research director of the Fund's Commission on a High Performance Health System. Her work includes strategic oversight and management of surveys, research and policy initiatives to track health system performance. From 1998-2005, she directed the Fund's Task Force on the Future of Health Insurance. Prior to joining the Fund in 1995, Schoen taught health economics at the University of Massachusetts' School of Public Health and directed special projects at the UMASS Labor Relations and Research Center. During the 1980s, she directed the Service Employees International Union's research and policy department. In the late 1970s, she was on the staff of President Carter's national health insurance task force, where she oversaw analysis and policy development. Prior to federal service, she was a research fellow at the Brookings Institution in Washington, D.C. She has authored numerous publications on health policy issues, insurance, and national/international health system performance and co-authored the book, *Health and the War on Poverty*. She holds an undergraduate degree in economics from Smith College and a graduate degree in economics from Boston College.

STEPHEN C. SCHOENBAUM, M.D., is executive vice president for programs and executive director of the Fund's Commission on a High Performance Health System. From 1993-1999, he was the medical director and then president of Harvard Pilgrim Health Care of New England, a mixed-model HMO delivery system in Providence, RI. Prior to that, 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 played a significant role in the development of HEDIS quality indicators. Schoenbaum is 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 140 medical publications. He 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 at Ben Gurion University in Beer Sheva, Israel, and an honorary member of the British Association of Medical Managers, and an honorary fellow of the Royal College of Physicians.

BARRY SCHOLL, vice president for communications and publishing, joined the Fund in 2006. He oversees all of the Fund's communications activities, including online publishing and the development of new Web resources, media relations, and publications, and is integrally involved in shaping messages emanating from the work of the Commission on a High Performance Health System and other Fund programs. Scholl, who has experience in both journalism and non-profit communications, comes most recently from the National Committee for Quality

Assurance (NCQA), one of the nation's leading health care quality improvement organizations. There he served as vice president for communications and marketing, with overall responsibility for all aspects of the organization's Web and media activities, product marketing, publications, education and customer support. Earlier in his career, Scholl worked as both a newspaper reporter and health care editor. He holds a B.A. in English from SUNY Binghamton and an M.S.J. from the Medill School of Journalism at Northwestern University.

DR. KLAUS THEO SCHRÖDER is State Secretary at the German Federal Ministry of Health. Prior to his current position, Schröder held several federal State Secretary posts, and also served as top executive at the Rhön-Klinikum AG, Bad Neustadt/Saale, one of Germany's leading private hospital groups, in charge of Baden-Wuerttemberg, Hesse, and Northrhine-Westphalia. Schröder has also served as State Secretary in the Berlin Senate Administration for Labour, Social Affairs and Women, where he was responsible for health policy, the stabilization of Berlin's health insurance funds, and the reorganization of the city's hospitals; and State Secretary at the Thuringian Ministry for Social Affairs and Health in Erfurt, where he was responsible for instituting a new hospital plan and restructuring the Thuringian hospital system. Schröder studied economics, science, and technology at the Comprehensive University of Duisburg, the Vienna University of Economics and Business Administration, the University of Trier and the *Fraunhofer-Institut für Systemtechnik und Innovationsforschung* in Karlsruhe.

STEPHANIE STOCK, M.D., a 2007-08 Commonwealth Fund Harkness/Bosch Foundation Fellow in Health Care Policy and Practice, is an assistant professor and research fellow in the Medical School of the University of Cologne, where her focus is on disease management, improvement of access to and quality of care for chronically ill, patient guidelines, health care financing, functioning and role of the risk compensation system in the statutory health insurance, cost-of-illness studies, and health care systems research. She has co-authored six books and written over 20 book chapters and over 30 peer-reviewed articles, published in journals such as *Health Affairs*, *Health Policy*, *Diabetic Management*, and *Disease Management and Health Outcomes*, 2006, and was the lead author in drafting the guidelines for the German Disease Management program introduced in 2003. Stock holds a degree in health economics from the European Business School at Oestrich-Winkel and a medical degree from Albert Einstein University at Ulm. Stock also spent a year studying at Tufts Medical School in Boston and time conducting research at the National Center for Quality Assurance in Washington D.C.

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BARRY M. STRAUBE, M.D., is the director of the Office of Clinical Standards and Quality (OCSQ) and acting chief medical officer at the Centers for Medicare and Medicaid Services (CMS). In his OCSQ role, Straube oversees several major elements of the CMS quality and clinical policy portfolio, including the development of national coverage policies and quality standards for Medicare and Medicaid providers; quality measurement and public reporting initiatives; and manages the Quality Improvement Organization (QIO) program. As acting chief medical officer, Straube serves as a senior adviser to the administrator on clinical and scientific policy. He also co-chairs the CMS Council on Technology and Innovation, and serves as executive director for the CMS Quality Council, two internal CMS bodies that coordinate policy development on technology and quality, respectively. In addition, Straube serves as the CMS liaison to the Joint Commission on Accreditation of Healthcare Organizations, the National Quality Forum, the Institute of Medicine, the Secretary's Advisory Committee on Genetics, Health and Society, and several other public and private sector national councils and committees. As the only nephrologist at CMS he also co-chairs the End Stage Renal Disease and Clinical Laboratory Open Door Forum and acts as a senior adviser on ESRD and transplantation issues to the agency. Prior to assuming the acting chief medical officer and director OCSQ roles, Straube was the chief medical officer for CMS, Region IX (California, Arizona, Nevada,

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TERRENCE J. SULLIVAN is president and CEO of Cancer Care Ontario, where he has worked since 2001. With a provincial budget of close to \$600 million and services regionalized in 14 regional cancer programs, Cancer Care Ontario commissions cancer services for 13 million residents of Ontario, driving quality, accountability and innovation in these services. Sullivan was founding president of the Institute for Work & Health (IWH), North America's leading agency on work-related injury. He previously held senior positions in the Ontario Ministries of Health, Intergovernmental Affairs and Cabinet Office. He served two successive First Ministers of Ontario as executive director of the Premier's Council on Health Strategy, including a period as Deputy Minister. Sullivan is an active behavioral scientist with research and practice interests in prevention and health system performance. He holds faculty appointments in the Departments of Health Policy, Management and Evaluation and Public Health Sciences at the University of Toronto. He currently serves on several boards, including the Institute for Clinical Evaluative Sciences, the Ontario Hospital Association, the Ontario Institute for Cancer Research, Canadian Association of Provincial Cancer Agencies, and the Canadian Partnership Against Cancer.

JAMES R. TALLON, JR., president of the United Hospital Fund of New York, is recognized nationally for his leadership in health care policy. He is chairman of the Kaiser Commission on Medicaid and the Uninsured and serves as secretary/treasurer of the Alliance for Health Reform. He is on the boards of The Commonwealth Fund, the Institute on Medicine as a Profession, the New York eHealth Collaborative, and the advisory board for the Jonas Center for Nursing Excellence. He is a member of the New York State Board of Regents, the constitutionally established supervisory body of all education and education-related activities in New York. In 1998-99, Tallon led the planning process that established the National Quality Forum. Prior to joining United Hospital Fund, Tallon was majority leader of the New York State Assembly, where he served for 19 years.

MELANIE TAPROGGE is principal private secretary to the German Federal Minister of Health. She studied law and, after taking her first State Examination, completed an internship as television editor at the RTL Journalism School.

HUMPHREY TAYLOR is chairman of the *Harris Poll* at Harris Interactive. He has had overall responsibility for more than 8,000 public opinion surveys in 80 countries on issues related to housing, insurance, transportation, welfare planning, marketing, communications, banking, industrial relations, education, and health care. Before moving to the United States, Taylor conducted private political polling for Prime Ministers Edward Heath and Margaret Thatcher. He is chairman of the National Council on Public Polls, a trustee of the American Academy of Ophthalmology, The Lasker Foundation, the National Organization on disability and the International Longevity Center. He has made numerous presentations to the White House and congressional committees and subcommittees on Social Security, health care cost containment, Medicare, aging, disability policy, drug exports, and health insurance, and has published widely on survey research and health care policy. He writes the weekly *Harris Poll* column. He is the first non-physician to be a trustee of a medical society. He has been listed as one of the nation's most influential health care policy leaders since the 1991 edition of the "Health Care 500." Taylor holds degrees in mathematics and social anthropology from Cambridge.

PAMELA K. TERRY is a program associate for The Commonwealth Fund's International Program in Health Policy and Practice. Terry joined the Fund as a program assistant in 2006. She is a graduate of Barnard College, Columbia University, with a B.A. in classics. While in school, she worked as a research assistant for the

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PAUL THEWISSEN has been counselor for health, welfare and sport, Royal Netherlands Embassy in the United States since September 2006. In this position he represents the Dutch Ministry of Health, Welfare and Sport in the United States and Canada. Prior to this assignment, Thewissen worked for six years at the Ministry of Health, Welfare and Sport on the reform of the Dutch health care system. This project resulted in a new insurance system as of January 1, 2006 for curative health care in the Netherlands under which all residents of the Netherlands are obliged to take out private health insurance. Thewissen contributed to several activities that led to the new health insurance, including doing research, writing policy papers, contributing to the law-making process and organizing the public campaign. Earlier Thewissen worked as a policy adviser for several health care organizations in the Netherlands such as the Council for Public Health and Health Care, the Netherlands Organization for Health Research and Development, the National Commission of Chronic Illness and a cooperative body of health care institutions in Amsterdam. Thewissen has an M.A. in public health sciences and master of law. He studied at Maastricht University in the Netherlands and specialized in management of health care, health care policies, patient rights and ethical issues.

STEPHEN THORNTON is chief executive of The Health Foundation, an insurance conversion foundation with an endowment of approximately \$1.5 billion which works to improve the quality and safety of health care in the United Kingdom and beyond. Thornton has been with The Health Foundation for the last five years. He has 20 years management experience in the NHS, having worked at hospital, community health, health authority, regional and national levels of the service. Thornton spent five years as chief executive of Cambridge & Huntingdon Health Authority and five years as chief executive of the NHS Confederation, the membership body for NHS organizations, negotiating directly with ministers on issues concerning the management of the health service. Thornton also has extensive international health care experience. He has been a member of the Governing Council of the International Hospital Federation; has advised on health sector reform in Spain; and the Health Foundation is currently running a major improvement programme in Malawi. He was a member of the NHS Modernisation Board (2001-02) and a Commissioner on the Board of The Healthcare Commission (2003-2006). He is a Fellow of the Royal Society of Medicine and was appointed Commander of the British Empire (CBE) in the 2001 New Year's Honours List. He is currently a non-executive director of Monitor, the independent regulator of NHS Foundation trusts. He is a trustee of the Aquaid Lifeline Fund, a charity providing orphan care in Malawi.

ULRICH TILLY is director-general for executive management, communication, and strategic policy issues of the German Federal Ministry of Health in Berlin. Prior to this appointment, Tilly had similar roles at the Federal Ministry of Health and Social Security as well as at the Federal Ministry of Labour and Social Affairs. In this capacity, he has been involved in all of the major social reforms, for example, the Riester Pension Scheme, the labor market reforms based on the Hartz Commission's report, and the Health Care Reforms of 2003 and 2006. Prior to these positions, he worked as a desk officer at the German Bundestag, predominantly in the areas of social security in agriculture and old age provision policy.

KAREN H. TIMMONS, M.D., is the president and CEO at Joint Commission Resources, Inc.(JCR) and Joint Commission International (JCI). In this position, she oversees domestic and international consulting, international accreditation, education, publications, Continuous Survey Readiness, and e-Learning. Under Timmons' leadership, JCI is developing an international collaborative network and infrastructure for developing solutions and enhancing patient safety. She also spearheaded the establishment of the Joint Commission International Center for Patient Safety, and is a past board member and treasurer for the International Society of Quality Assurance (ISQua). Timmons has served as chair of the WHO's HIV Quality of Care Working Group on HIV-AIDS and was appointed to serve on the Scientific Council of ANAES, the French National Agency for Accreditation and Evaluation in Health. She is also past chair of ISQua's Agenda for Leadership in Programs for Healthcare Accreditation (ALPHA) Council. In addition to her international involvement, Timmons is a former member of the National Advisory Board for the Neag School of Education at the University of Connecticut in Storrs, Connecticut and she served on the Parents' Board of Directors for DePauw University in Greencastle, Indiana. She holds a master of

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THEO VAN UUM is director of economic affairs and labor market policy at the Dutch Ministry of Health, Welfare and Sport. He started his professional career in 1989 at the Ministry of Finance, General Financial and Economic Policy Directorate, where he worked on issues such as tax estimations, investment regulations, social security and health policy. In 1994, he joined the Ministry of Health, Welfare and Sport, where he has held various positions in staff directorates focusing on financial and socio-economic themes. Prior to his current position, he was deputy director of the Curative Care Directorate and responsible for inpatient care.

CHRISTOF VEIT, M.D., is chief executive of the German National Institute for Quality Measurement in Health Care, "Bundesgeschäftsstelle für Qualitätssicherung" (BQS), an institution that runs the national medical benchmarking project mandatory for all German hospitals. Prior to joining BQS, Veit was manager of the Quality Benchmarking Institute for the Hamburg Hospitals, member of the decision board for the National Benchmarking Project at the Federal Joint Committee, and a member of the Quality Management Committee of the National Hospital Federation. Veit also is involved in a variety of quality management and certification programs in the health care system. He is also on the international advisory committee of the European Forum on Quality Improvement in Health Care, organized by the Institute for Health Care Improvement (IHI, Boston) and *BMJ*. Veit started his career as a surgeon and has studied medicine in Freiburg, London, and Boston.

ROSS WILSON, M.B.B.S., FRACP, FJFICM, is the director of the Centre for Healthcare Improvement at Northern Sydney Central Coast Health and was an Executive Member (2001-2006) of the Australian Council for the Safety and Quality of Health Care. He was the inaugural chair of the NSW Ministerial Advisory Committee for Quality in Health Care (1996-2002) and led the Quality in Australian Health Care Study (1993-1995) which was a ground-breaking study of health care quality and safety in Australia. Current activities include leading the Clinical Practice Improvement education program for clinical leaders and ongoing development of measurement tools in patient safety. International collaboration continues on the epidemiology of adverse events, and international consulting, on national strategies to improve health care. As such, he has had roles at policy, strategic and operational levels in the improvement of health care quality and safety. Wilson is a member of the WHO World Alliance for Patient Safety, Expert Advisory Group, and is leading a Patient Safety Research working group in developing countries, with a current project in seven African countries. He is also a member of the editorial board of the *BMJ*, chairs the Strategic Advisory Board for the International Forum for Quality and Safety in Health Care, and is a board member of MBF Australia, one of the largest insurers in Australia. Until recently, Wilson also had a clinical role as Senior Specialist in Intensive Care Medicine at Royal North Shore Hospital, a teaching hospital of the University of Sydney.