

THE COMMONWEALTH FUND
2007-08 HARKNESS FELLOWSHIPS IN HEALTH CARE POLICY AND PRACTICE

ORIENTATION SEMINAR

PARTICIPANT BIOS

MELINDA ABRAMS, senior program officer at The Commonwealth Fund, works on the Child Development and Preventive Care Program and directs the Patient-Centered Primary Care program. Since coming to the Fund in 1997, Abrams has coordinated the Fund's Task Force on Academic Health Centers, Commission on Women's Health, and the Commonwealth Fund/Harvard University Fellowship in Minority Health Policy. Abrams has played a lead role in reviewing and modifying state policies regarding preventive health care that addresses early child development. She helped conceptualize and launch the Fund's Assuring Better Child Health and Development (ABCD) initiative in 1998–99, which awards grants to state Medicaid programs to encourage innovation in the financing and delivery of preventive and developmental services provided to low-income, young children. Abrams has sat on advisory committees of various national organizations, including the National Initiative for Children's Health Quality, the Child and Adolescent Health Measurement Initiative and AcademyHealth. Prior to coming to the Fund, Abrams directed community outreach and public education activities for the Reproductive Rights Project of the New York Civil Liberties Union. She holds a B.A. in history from Cornell University and an M.S. in health policy and management from the Harvard School of Public Health.

GERARD F. ANDERSON, Ph.D., is a professor of health policy and management and professor of international health at the Johns Hopkins University Bloomberg School 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.

ANNE BEAL, M.D., is assistant vice president for the Program on Quality of Care for Underserved Populations. The goal of the program is to improve quality and reduce disparities in healthcare for low income and racial/ethnic minority patients by promoting quality improvement innovations and addressing barriers to quality improvement adoptions that would benefit the underserved. Prior to joining the Fund, Beal was a health services researcher at the Center for Child and Adolescent Health Policy at Massachusetts General Hospital. In addition, she was associate director of the Multicultural Affairs Office, an attending pediatrician within the division of General Pediatrics, and an instructor in pediatrics at Harvard Medical School. Beal's research interests include social influences on preventive health behaviors for minorities, racial disparities in health care, collection of race/ethnicity data, and quality of care. She serves on the advisory boards for many organizations, has been a reviewer for the Health Systems Research study section of the Agency for Healthcare

Research and Quality (AHRQ), and was recently appointed as co-chair of the Healthcare Disparities Technical Advisory Panel for the National Quality Forum (NQF) Ambulatory Care Measures' Project. She is also the author of *The Black Parenting Book: Caring for Our Children in the First Five Years*. Beal has been a pediatric commentator and medical correspondent for "The American Baby Show," "ABC News," and "NBC News." Beal holds a B.A. from Brown University, an M.D. from Cornell University Medical College, and an M.P.H. from Columbia University. She completed her internship, residency, and NRSA fellowship at Albert Einstein College of Medicine/Montefiore Medical Center in the Bronx.

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.

KALIPSO CHALKIDOU, M.D., Ph.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.

MICHAEL CHERNEW, Ph.D., is professor in the Department of Health Care Policy at Harvard Medical School. Chernew is the co-editor of the *American Journal of Managed Care* and senior associate editor of *Health Services Research*. Much of Chernew's research focuses on understanding the causes and consequences of health care expenditure growth. He has recently focused on designing and evaluating value-based insurance design packages that strive to minimize the potential adverse clinical consequences of rising patient copayment rates while still recognizing the importance of cost containment in benefit packages. Past work has examined the impact of managed care on the health care marketplace, with an emphasis on examining the impact of managed care on health care cost growth and on the use of medical technology. Other research has examined determinants of patient choice of hospital and the impact of health plan performance measures on employee and employer selection of health plans. Chernew is a member of The Commonwealth Fund's Commission on a High Performance Health Care System. He is also a member of the Congressional Budget Office's Panel of Health Advisors. In 2000 and 2004, he served on technical advisory panels for the Center for Medicare and Medicaid Services (CMS) that reviewed the assumptions used by the Medicare actuaries to assess the financial status of the Medicare trust funds. On these panels, Chernew focused on the methodology used to project trends in long term health care

cost growth. In 1998, he was awarded the John D. Thompson Prize for young investigators by the Association of University Programs in Public Health. In 1999, he received the Alice S. Hersh, Young Investigator Award from the Association of Health Services Research. Both of these awards recognize overall contribution to the field of health services research. Chernew is a research associate of the National Bureau of Economic Research and he is on the editorial boards of *Health Affairs* and *Medical Care Research and Review*. He received a Ph.D. in economics from Stanford University, where his training focused on areas of applied microeconomics and econometrics.

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, research and policy development, Kaiser Foundation Health Plan, Inc. and Kaiser Foundation Hospitals and director of the Kaiser Permanente Institute for Health Policy in Oakland, California. The Institute is responsible for identifying and analyzing long-term public policy issues and working with others to shape health policy. In addition, Crane oversees Kaiser's Utility for Care Data Analysis and has executive responsibility for the Kaiser Foundation Research Institute. He is president, 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'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.

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. 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 (1986-90 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.

CHRISTOPHER B. FORREST, M.D., Ph.D., serves as senior vice president and chief transformation officer at the Children’s Hospital of Philadelphia (CHOP). He is leading the development of the Institute to Transform and Advance Children’s Healthcare (iTACH). The goals of iTACH are to harness clinical and business information to improve children’s health, make their healthcare more efficient, and transform the delivery system. Forrest is a general pediatrician and professor of pediatrics in the Division of General Pediatrics at the University of Pennsylvania School of Medicine. He holds an adjunct appointment in the Department of Health Policy and Management at the Johns Hopkins Bloomberg School of Public Health. Forrest has methodological expertise in health services and outcomes research and evaluation, health status assessment of children and adolescents, primary care, and using health informatics to improve child health. He has authored over 80 scientific manuscripts and reviews, and his research is supported by a broad mix of public, foundation, and private funders. Forrest is a co-developer of the Johns Hopkins Adjusted Clinical Groups Case-Mix System, which is used throughout the world in provider payment, performance assessment, and predictive modeling applications. In his work on understanding how health evolves over the life course, Forrest leads a large, multi-site effort to elucidate the longitudinal relationships between health and school performance during the transition from middle childhood into adolescence (“Healthy Pathways to Student Success”). Forrest received his B.A. and M.D. degrees at Boston University as part of a dual-degree program. He trained in pediatrics at CHOP, where he also served as chief resident. Forrest completed a Ph.D. in health services research at Johns Hopkins University.

ANDREAS GERBER, M.D, Ph.D., a 2007-08 Commonwealth Fund Harkness Fellow in Health Care Policy, 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 the *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.

CONNIE GISTAND, M.D., is currently a hospitalist at West Jefferson Medical Center in Marrero, Louisiana and an assistant professor of medicine, Section of General Internal Medicine at Tulane University Health Sciences Center, School of Medicine. This native of Louisiana, who lives in New Orleans, has long been involved with community based projects from voter registration drives, to outreach programs for the homeless. Since Hurricane Katrina, her efforts have focused on addressing Louisiana's healthcare crisis and rebuilding efforts. Gistand currently serves as a member of the Advisory Board for Reach 2010, the National Black Women's Health Project. At the state level, she has participated in discussions of health care and policy for Louisiana Medicaid programs and she was appointed to the Louisiana Governor's Health Care Reform Panel. Gistand received her medical degree from the University of Iowa in 1996, and completed her residency in internal medicine at the Ochsner Foundation Hospital, New Orleans in 2001.

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.

DAVID I. GOZZARD, M.D., FRCP, FRCPath, is the executive medical director at Conwy and Denbighshire NHS Trust in North Wales, U.K. His career in medicine began 30 years ago with a training program in clinical and laboratory haematology, followed by appointment as consultant haematologist in North Wales in 1988. His principal research interests are neutropenic pyrexia and haematinic investigation pathways. He also has significant management and leadership experience. He served as clinical director of pathology and chairman of the North Wales Regional Medical Committee, and he is a member of a number of all-Wales groups, including the Welsh Laboratory Scientific Subcommittee. As medical director of his Trust for the last five years, Gozzard has been the executive lead of a successful modernization team implementing a number of significant initiatives, including the Safer Patients Initiative. He is now on the U.K. faculty for the second phase of that initiative. He hopes to do research into board, clinical and patient engagement to examine the determinants of success in implementation of innovation.

JEFFRY HABER, Ph.D., joined the Fund on June 15, 2006 as controller. The controller is responsible for managing all aspects of the accounting function, preparing the organization's tax returns, carrying out the investment decisions of the Investment Committee, representing the Fund on professional committees and working with program staff on budget issues. In addition to a variety of ongoing consulting relationships, Haber is also a tenured associate professor at Iona College, teaching accounting and management courses to undergraduate and graduate students within the Hagan School of Business. His book *Accounting Demystified* is very popular among both students

and professionals. He publishes in the accounting literature in the areas of investments, anti-money laundering and terrorist financing, ethics, bankruptcy prediction, among others, and is active in committees of the New York State Society of C.P.A.s and other professional organizations. Haber is a New York State C.P.A. He holds a B.S. and M.S. in accounting from Syracuse University and a Ph.D. in management from Rensselaer Polytechnic Institute.

PETER HOCKEY, M.B.B.Ch., M.D., F.R.C.P., 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. 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.

MARY JANE KOREN, M.D., assistant vice president, joined the Fund in 2002 and leads the Picker/Commonwealth Program on Quality of Care for Frail Elders. Koren, an internist and geriatrician, began her academic career at Montefiore Medical Center, in the Bronx, where she helped to establish one of the early geriatric fellowship programs in New York. Koren also practiced in both nursing home and home care settings and was the associate medical director of the Montefiore Home Health Care Agency. She later joined the faculty of Mt. Sinai's Department of Geriatrics and served as associate chief of staff for extended care at the Bronx V.A. Medical Center. Leaving academic practice, she was appointed as director of the New York State Department of Health's Bureau of Long Term Care Services, where she ran the nursing home survey and certification programs, led the state's implementation of OBRA'87 (the Nursing Home Reform Law) and participated in many of the state's long term care policy initiatives. Following that, she served as principal clinical coordinator for the New Jersey Peer Review Organization, which directed the Federal Health Care Quality Improvement Program. In 1993, she joined the Fan Fox and Leslie R. Samuels Foundation, first as an advisor and later as vice president of a grantmaking program in the field of health services and aging. Throughout her career she has been active as a health services researcher in the area of long-term care quality.

MONICA LE, M.D., is a family medicine physician whose experiences range from working in the Los Angeles county health system to international work in Sri Lanka, Tanzania, Nepal, and Honduras. She has received the Pedro Zamora Fellowship, which is awarded to youth leaders with potential in political advocacy as well as the Harbor-UCLA Department of Family Medicine 2005 Community Service Award, given to a graduating resident who demonstrates compassion and dedication to the underserved. Le received her medical degree from New York Medical College in 2002 and completed her residency in family medicine and Faculty Development Fellowship at Harbor-UCLA Medical Center in 2006.

GERAINT HYWEL LEWIS, M.B., B.Chir., M.R.C.P., M.F.P.H., a 2007-08 Commonwealth Fund Harkness Fellow in Health Care Policy and Practice, is a public health physician working as a policy advisor 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.

KEILA LOPEZ, M.D., is currently pediatric chief resident at the University of Chicago Comer Children's Hospital. As a 1999 Dean's Summer Research Fellowship recipient, she studied the discrepancy in health care for women in public compared with private hospitals in different Brazilian urban centers. As a 2002 Josiah Macy Jr. Foundation Substance Abuse Fellow, she worked at the University of Pennsylvania with health care professionals who specialized in treating HIV patients with substance abuse. Her work with the National Hispanic Medical Association resulted in her receiving an NIH travel award. She has co-authored articles for *The Journal of Interventional Cardiology* and *Preventive Medicine* and has presented at poster sessions at the American Heart Association Scientific Sessions and the Banff International Conference on Adolescent Substance Abuse. Lopez received her medical degree from Rush Medical College in 2003 and completed her pediatric residency at the University of Chicago in 2006. She will begin a pediatric cardiology fellowship at Baylor Texas Children's Hospital in 2008.

NEIL J. MACKINNON, Ph.D., F.C.S.H.P., 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. McKinnon 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.

PINCKNEY McILWAIN, M.D., comes to IHI from Cape Fear Valley Health System in Fayetteville, North Carolina. For the last eight years he served as medical director for behavioral healthcare while remaining an actively practicing clinician. McIlwain has served in numerous leadership positions at Cape Fear, including chair of the Credentials Committee, Medical/Utilization Management Committee, and CME Committee, as well as serving as elected chief of staff. Before entering private practice, McIlwain served in the U.S. Army and commanded a health clinic in Germany; he concluded his military career as division surgeon (chief medical officer) for the 82nd Airborne Division. McIlwain's professional interests include emergency management of psychiatric

patients, chronic disease management, and hospital throughput. He has been actively involved in promotion of patient safety and quality initiatives and hopes to assume a leadership role upon completion of the Merck Fellowship. McIlwain attended Davidson College and the Medical University of South Carolina. He completed residency training in psychiatry at West Virginia University. He is board certified in psychiatry.

RUTH McDONALD, Ph.D., 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 doctorate in policy ethnography from the University of Liverpool and a master's degree in health economics from the University of York.

JACQUELINE McLEOD, M.B., Ch.B., DFFP, MRCP, has been a general practitioner at the Vale Medical Centre in southeast London since 1996. In addition, she has worked for several years as a primary care sexual health facilitator at Lewisham Primary Care Trust to improve patient care pathways, raise standards of care, and facilitate links between primary and secondary care and community sexual and reproductive health clinics. McLeod graduated from Edinburgh University with a bachelor of medicine and bachelor of surgery (M.B. Ch.B.) and is a Member of the Royal College of General Practitioners (RCGP).

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.

KAREN METZGUER, R.N.C., graduated from the University of Tennessee in Knoxville in 1976, and has practiced nursing in North Carolina since that time. She has served in a variety of roles, both in the University of North Carolina Health Care System and in the University of North Carolina School of Medicine. Currently, she is a clinical professor in the Department of Pediatrics, the director of Neonatal Outreach Education, as well as the administrator and director of the Clinical Consult Service of the University of North Carolina Hospitals Ethics Committee. She is one of the principals in a statewide collaborative program to improve outcomes in neonatal intensive care units.

MARY D. NAYLOR, Ph.D., R.N., is the Marian S. Ware Professor in Gerontology, and director of the Center for Transitions and Health at the University of Pennsylvania, School of Nursing. Since 1990, Naylor has led an interdisciplinary program of research designed to improve the quality of care, decrease unnecessary hospitalizations and reduce health care costs for vulnerable community-based elders. To date, Naylor and her research team have completed three National Institutes of Health funded randomized clinical trials testing the Advanced Practice Nurse Transitional Care Model, an innovative approach to addressing the needs of high risk chronically-ill elders and their caregivers. With the support of The Commonwealth Fund, the Jacob & Valeria Langeloth Foundation and the John A. Hartford Foundation, this research team has recently partnered with a major insurance organization and health care organization to promote widespread adoption of this proven model of care coordination. An ongoing clinical trial funded by the Marian S. Ware Alzheimer Program and the National Institute on Aging has expanded testing of this model of care with hospitalized cognitively impaired elders and their caregivers. Additionally, Naylor and colleagues have recently launched a study funded by the National Institute on Aging and the National Institute for Nursing Research that will examine over time the natural history of changes in health and quality of life among elders newly admitted to long term care settings or services. Naylor is also the national program director for the Robert Wood Johnson Foundation program, *Interdisciplinary Nursing Quality Research Initiative* (INQRI). The primary goal of the INQRI program is to generate, disseminate and translate research to understand how nurses contribute to and can improve the quality of patient care. The program supports interdisciplinary teams of nurse scholars and scholars from other disciplines to address the gaps in knowledge about the relationship between nursing and health care quality. In recognition of her research and leadership, Naylor has received numerous awards. In 2004, she was the first nurse selected as a McCann Scholar, the only national award by a private foundation that recognizes outstanding mentors in medicine, nursing, and science. In 2005, Naylor was elected to the National Academy of Sciences, Institute of Medicine.

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 the Packer Policy Fellowships. 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 to 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 bachelor of science with honors at Tufts University and a master's of business administration from Columbia University.

JOAN Y. REEDE, M.D., was appointed as the first dean for diversity and community partnership in January 2002, and is responsible for the development and management of a comprehensive program that provides leadership, guidance, and support to promote the increased recruitment, retention and advancement of under-represented minority faculty at Harvard Medical School (HMS). Reede is

director of the Minority Faculty Development Program, faculty director of Community Outreach Programs at Harvard Medical School, and holds the appointments of associate professor of medicine at HMS, associate professor of society, human development and health at the Harvard School of Public Health, and assistant in health policy at Massachusetts General Hospital. Reede served as the medical director for a Boston community health center and for the Commonwealth of Massachusetts Department of Youth Services. Reede has worked as a pediatrician in community and academic health centers, juvenile prisons, and public schools. In addition, Reede founded the Biomedical Careers Program (BSCP) in collaboration with the Massachusetts Medical Society and the New England Board of Higher Education. On the national level, Reede was appointed to the Health and Human Services Advisory Committee on Minority Health by Donna E. Shalala, former Secretary of Health and Human Services, and currently serves on the Secretary's Advisory Committee to the Director of the National Institutes of Health and on the Sullivan Alliance to Transform America's Health Professions. Locally, Reede was appointed by former Massachusetts Governor Jane Swift to the Board of Directors of the John Adams Innovation Institute of the Massachusetts Technology Collaborative. A graduate of Brown University and Mount Sinai School of Medicine, Reede completed her pediatric residency at Johns Hopkins Hospital in Baltimore and a child psychiatry fellowship at Children's Hospital in Boston. She also holds an M.P.H. and an M.S. in health policy and management from the Harvard School of Public Health.

SHANE RETI (QSM), M.B.Ch.B., M.Med.Sci., 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.

MICHELLE G. RIES is program associate for management and marketing 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 bachelor of arts with honors in dramatic art and anthropology at the University of North Carolina at Chapel Hill and a master's in public health from Columbia University's Mailman School of Public Health.

AUDRA ROBERTSON, M.D., most recently completed her chief year of residency in obstetrics and gynecology at Brigham and Women's Hospital in Boston. Her interests include establishment of equitable access to care, particularly concerning assisted reproductive technology (ART), where she seeks to improve access to care for all women, despite the high cost of these treatments, and evaluation of disparities in gynecologic surgery. Before attending medical school, Robertson worked as a chemist in the petrochemical and energy industry, and during medical school was a teaching associate at the University of Texas Health Science Center. Robertson has been recognized for her leadership ability by being named President of the Medical Class of 2003 and serving as chair of the Massachusetts General Hospital Organization for Minority Residents and Fellows during residency. In 2005, she received the Harvard University School of Medicine Resident Teaching Award. Robertson received her medical degree from the University of Texas Health Science Center at San Antonio in 2003.

ANNA ROTH, R.N., is the assistant director of system redesign for Contra Costa Health Services. She has over twenty years of health care experience working in a variety of roles in both ambulatory and acute care settings. She is interested in combining the science of medicine, health promotion, change management, and redesign to improve the reliability of processes in the health delivery system. Roth is a member of the Association of California Nurse Leaders, American College of Healthcare Executives, and the International Nursing Honor Society, Sigma Theta Tau. Roth received her master's of science degree from the University of California at San Francisco with an emphasis in administration and a special interest in systems theory.

JOHN W. ROWE, M.D., is a professor in the Department of Health Policy and Management at the Columbia University Mailman School of Public Health. Previously, from 2000 until his retirement in late 2006, Rowe served as chairman and CEO of Aetna, Inc., one of the nation's leading health care and related benefits organizations. Before his tenure at Aetna, from 1998 to 2000, Rowe served as president and chief executive officer of Mount Sinai-NYU Health, one of the nation's largest academic health care organizations. From 1988 to 1998, prior to the Mount Sinai-NYU Health merger, Rowe was president of the Mount Sinai Hospital and the Mount Sinai School of Medicine in New York City. Before joining Mount Sinai, Rowe was a professor of medicine and the founding director of the division on aging at the Harvard Medical School, as well as chief of gerontology at Boston's Beth Israel Hospital. He has authored over 200 scientific publications, mostly on the physiology of the aging process, including a leading textbook of geriatric medicine, in addition to more recent publications on health care policy. Rowe has received many honors and awards for his research and health policy efforts regarding care of the elderly. He was director of the MacArthur Foundation Research Network on Successful Aging and is co-author, with Robert Kahn, Ph.D., of *Successful Aging* (Pantheon, 1998). Currently, Rowe leads the MacArthur Foundation's Initiative on An Aging Society and chairs the Institute of Medicine's Committee on the Future Health Care Workforce for Older Americans. Rowe was elected a member of the Institute of Medicine of the National Academy of Sciences and a Fellow of the American Academy of Arts and Sciences. In addition, Rowe serves on the Board of Trustees of the Rockefeller Foundation and is a former member of the Medicare Payment Advisory Commission (MedPAC). Rowe is also chairman of the Board of Trustees at the University of Connecticut and the Marine Biological Laboratory in Woods Hole, Massachusetts.

CHARLES SAFRAN, M.D., is a primary care internist who has devoted his professional career to improving patient care through the creative use of informatics. He is an associate clinical professor of medicine and chief of the Division of Clinical Computing, Beth Israel Deaconess Medical Center and Harvard Medical School. He is a senior scientist at the National Center for Public Health Informatics at Center for Disease Control and Prevention. He is the immediate past president and chairman of American Medical Informatics Association and was previously vice-president of the International Medical Informatics Association. He is an elected fellow of both the American College of Medical Informatics and the American College of Physicians. Safran is co-editor of the *International Journal of Medical Informatics* and on the Health on the Net (HON) Foundation Council. He is a member of the Consumer Empowerment workgroup of the American Health Information Community formed by the U.S. Secretary of Health and Human Services. During his career, he has helped develop and deploy large institutional integrated clinical computing systems, ambulatory electronic health records, clinical decision support systems to help clinicians treat patients with HIV/AIDS, and, most recently, personal care support systems for parents with premature infants which he calls collaborative healthware. He founded a company, Clinician Support Technology, and as its CEO successfully brought his ideas to a national market. The

company's products and technology were acquired by a major public company. He has over 150 publications and speaks to national and international audiences. He has recently testified for the U.S. Congress on Health IT. He graduated cum laude in mathematics and holds a master's degree in mathematical logic and a doctor of medicine, all from Tufts University.

CLAUDIA SANMARTIN, Ph.D. is a senior research analyst in the Health Information and Research 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 healthcare 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 doctorate in health services research from the University of British Columbia and a master's degree in health administration from the University of Toronto.

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 to 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.

ANTHONY SHIH, M.D., is assistant vice president for the Quality Improvement & Efficiency program. The goal of the program is to improve the quality and efficiency of healthcare delivered in the United States. Shih joined the Fund in August 2006 from IPRO, an independent not-for-profit health care quality improvement organization (QIO), where he held a variety of positions since 2001, most recently as vice president, quality improvement and medical director, managed care. In this position he developed and managed large-scale quality improvement projects for the Medicare population and designed quality measures and quality improvement studies for Medicaid managed care markets. Previously, Shih was the assistant medical director for a community-based mental health clinic in Northern California serving immigrant and refugee populations. Shih is board-certified in Public Health and Preventive Medicine, and has expertise in epidemiology, health services research, and in the principles and practice of health care quality improvement. Shih holds a B.A. in economics from Amherst College, an M.D. from NYU School of Medicine, and an M.P.H. from Columbia.

JUDITH STEINBERG, M.D., is an assistant clinical professor of medicine at Boston University School of Medicine and an attending physician in the Division of Infectious Diseases at Boston Medical Center. She is also the medical director of Neponset Health Center in Boston. After

completing a clinical fellowship in medicine at Beth Israel Hospital, Brigham and Women's Hospital, Dana Farber Cancer Institute, Steinberg joined the faculty at Boston University School of Medicine where she focused on HIV/AIDS and other sexually transmitted diseases. She later served as the HIV program director at East Boston Neighborhood Health Center, Boston, and in 2000 became the medical director of Neponset Health Center, Boston. Her major research interests lie in community-based health care delivery models for patients with chronic diseases. Steinberg received her medical degree from the University of Texas at Dallas Southwestern Medical School in 1982, and completed her residency in internal medicine at Beth Israel Hospital, Boston, in 1985.

STEPHANIE STOCK, M.D., Ph.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 6 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.

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.

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 bachelor of arts in classics. While in school, she worked as a research assistant for the Department of Classics, as a general office assistant for Butler Library at Columbia University, and as an intern for Writers House, a literary agency.

RHEMA VAITHIANATHAN, Ph.D., a 2006-07 Commonwealth Fund Harkness Fellow in Health Care Policy and Practice, is a health economist and senior lecturer at the University of Auckland. Previously, she was a research fellow at Australian National University, economic consultant to the New Zealand Health Funding Authority, and policy analyst at the New Zealand Treasury. Her interests lie in health care financing systems and policy on the international level. Vaithianathan's research on topics including adverse selection, rank dependent utility analysis, cost-sharing, and imperfect competition in health insurance markets, has been published in the *Journal of Health Economics*, *Journal of Health Services Research and Policy*, *Economic Theory*, and *Australian Economic Review*. She was awarded the University of Auckland's Business School Research

Excellence Award and Prize for Best Doctoral Dissertation in Business/Economics. She earned both her doctorate in economics and master's of commerce from the University of Auckland.

CHRISTOF VEIT, MD, 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 the *British Medical Journal* (BMJ). Veit started his career as a surgeon and has studied medicine in Freiburg, London, and Boston.

JAN WALMSLEY, D.Phil., is strategic policy lead for The Health Foundation's work on leadership; responsible for its nine funded leadership programmes including the Harkness Health Foundation Fellowships; for extracting the policy and practice related learning emanating from its investment in leadership; and for ensuring that evidence of what works is widely disseminated. She is passionate about the potential for transforming the quality of health and social care through judicious investment in the workforce, tapping into people's desire to deliver high quality care, and offering the means by which to do this better. Her approach has been influenced by her experience in working with user organizations, particularly in learning disability, in which field she pioneered participatory and inclusive research methods. She is the author of numerous books, learned articles and more populist educational materials, and her contribution to scholarship has been recognized by her status as a visiting chair at The Open University. Of all she has achieved in a lengthy and distinguished career, she singles out her authorship of The Open University's groundbreaking Understanding Health and Social Care course as the most significant, as it has reached and influenced at least 30,000 people since it first appeared in 1998.

SUSAN WENT, MCSP, comes to IHI from her role as director, Joint Modernization Programme at the Kingston and Richmond Health Community. Prior to the start of her Fellowship year at IHI, Went was leading a major change program designed to deliver significant improvements across primary and secondary health care. Previously she was head of the Department of Health Clinical Governance and Clinical Audit team and lead for the development of clinical governance policy in the NHS. Other positions include assistant director, NHS executive for the South East Region, where she was lead for the Allied Health Professions and clinical quality and leadership development, as well as director of clinical services at Ipswich Hospital NHS Trust. Went qualified as a physiotherapist at Kings College Hospital, London, working as a specialist in neurological rehabilitation. She developed an early interest in cross boundary working and service improvement, prompting her move into NHS general management.

MALLORY WILLIAMS, M.D., is currently a fellow in surgical critical care at Brigham and Women's Hospital in Boston. Williams has authored 13 peer-reviewed manuscripts. His awards include the Wayne State University/Detroit Medical Center Surgery Resident of the Year (2004) and Teacher of the Year (2006) in recognition of his commitment to an academic approach and an excellent pedagogy. His passion is in the education and mentorship of future diverse clinician-investigators, and the development of health policy that positively impacts minority populations. He

is a proud cum laude graduate of Morehouse College in Atlanta, Georgia in 1993, where he served as a Presidential Scholar, NIH MARC Scholar, and Ford Foundation Scholar. Williams received his medical degree from the University of Maryland School of Medicine, Baltimore, Maryland, in 1999. He completed his general surgery residency as the chief administrative surgery resident at Wayne State University/Detroit Medical Center in 2006. He also served as a NIH Research Fellow from 2003 to 2005.

TAMMY A. ZICCARDI is director of meeting and administrative services at The Commonwealth Fund. She is responsible for the daily administrative operations of the Fund, including supervising the administrative staff, handling the human resource and benefits functions and managing office equipment. Prior to joining the Commonwealth Fund, Ziccardi was the human resources assistant for the Association of the Bar of the City of New York. She holds a B.B.A. from Pace University in management information systems and an M.S. in human resources management from the Robert J. Milano Graduate School of Management and Urban Policy.