

*The National Academies of*  
**SCIENCES • ENGINEERING • MEDICINE**

EXPLORING A BUSINESS CASE FOR HIGH-VALUE CONTINUING PROFESSIONAL DEVELOPMENT:  
A WORKSHOP

PLANNING COMMITTEE, CONSULTANT, AND SPEAKER BIOGRAPHIES

**Ronald M. Cervero, Ph.D.** (*Workshop Co-Chair*), has recently joined the School of Medicine at the Uniformed Services University of the Health Sciences as a professor and associate director for remote campus education in the Department of Medicine's Graduate Programs in Health Professions Education. He had held a variety of leadership roles at the University of Georgia prior to moving to USU. He served as Head of the Department of Lifelong Education, Administration, and Policy and Associate Dean for Outreach and Engagement in the College of Education. Most recently, he was the Associate Vice President for Instruction with administrative responsibility for the University's Science Learning Center, Office of Online Learning, Center for Teaching and Learning, Office of Academic Assessment, Extended Campuses, and Air Force and Army ROTC. He provided significant and sustained leadership for distance education since 2001 when he led the Department to offer UGA's first online graduate degree. Since then, he has been responsible for the growth of online learning programs for the College of Education, and served as interim director of the University's Office of Online Learning.

Dr. Cervero has provided intellectual and organizational leadership for the field of health professions education over the span of his career. He has published extensively in health professions education, with special emphasis on continuing professional development and has recently given invited speeches or keynotes for the National Center for Disaster Medicine and Public Health, the Alliance for Continuing Medical Education, the Accreditation Council for Pharmacy Education, Harvard Medical School, Vanderbilt University Medical School, Marine Corps University, HHS's Bureau of Health Professions, the American Occupational Therapy Association, and the Medical Association of Georgia. He serves on the Advisory Board on Interprofessional Continuing Education for the National Center for Interprofessional Practice and Education and as a Consulting Editor for the Journal of Continuing Education in the Health Professions. He was extensively involved in health professions education at the University of Georgia where he founded and served as co-director of the Institute for Evidence-Based Health Professions Education, was the co-PI for Georgia's Public Health Training Center, and served for seven years as the educational consultant for the Augusta University-UGA Medical Partnership to strengthen the medical school's teaching, curriculum development, and educational research projects. He recently led the Provost's initiative on interprofessional education that led to the creation of a campus-wide effort to build and sustain an IPE program linking all health professions units.

Dr. Cervero received the Aderhold Distinguished Professor Award in 2008 for excellence in research, teaching, and outreach from the University of Georgia's College of Education. He earned his M.A. in the social sciences and his Ph.D. in education at The University of Chicago.

**Holly H. Wise, P.T., Ph.D., FNAP** (*Workshop Co-Chair*), is the representative for the American Council of Academic Physical Therapy (ACAPT), a component of the American Physical Therapy Association. She is an academic educator and physical therapist with a breadth of experience in IPE and collaborative practice and is currently a professor at the Medical University of South Carolina (MUSC), an academic health center with six colleges: Dental Medicine, Graduate Studies, Health Professions, Medicine, Nursing, and Pharmacy. A graduate of Wake Forest University, Duke University, and the University of Miami, Dr. Wise has worked in settings ranging from acute care to rehabilitation centers, co-owned a private practice for 13 years, and cofounded two interprofessional postpolio evaluation clinics. Dr. Wise serves as the Associate Director for Collaborative Practice in the MUSC Office of Interprofessional Initiatives and is a member of the MUSC incubator team with the National Center for Interprofessional Practice and Education. Dr. Wise has multiple publications and presentations related to the scholarship of teaching with a focus on IPE/collaborative practice and is actively involved in interprofessional funded research initiatives.

**David Benton, R.G.N., Ph.D., FFNF, FRCN, FAAN**, took up post as Chief Executive Officer of the National Council of State Boards of Nursing (NCSBN) on October 2, 2015. Immediately prior to this he worked at the International Council of Nurses in Geneva, Switzerland, for the previous 10 years; firstly as their consultant on nursing and health policy specializing in regulation, licensing, and education, and then as CEO. He qualified as a general and mental health nurse at the then Highland College of Nursing and Midwifery in Inverness, Scotland. His M.Phil. research degree focused on the application of computer-assisted learning to postbasic nurse education and has over the past 30 years had articles published in relation to research, practice, education, leadership, regulation, and policy topics. He has a Ph.D. Summa Cum Laude from the Complutense University of Madrid for his work on researching an international comparative analysis of the regulation of nursing practice. Dr. Benton has held senior roles for 25 years across a range of organizations. These roles have included working as Executive Director of Nursing at a health authority in London, as a senior civil servant in the Northern and Yorkshire regions, as Chief Executive of a nurse regulatory body in Scotland, and as Nurse Director of a University Trust Health System.

Dr. Benton is the recipient of several awards and honors. He is particularly proud of being awarded the inaugural Nursing Standard Leadership award in 1993. He was presented with Fellowship of the Florence Nightingale Foundation in 2001, awarded Fellowship of the Royal College of Nursing in 2003 for his contribution to health and nursing policy, and most recently became a Fellow of the American Academy of Nursing in 2015. Dr. Benton has held several visiting appointments and is currently a visiting professor of nursing policy at the University of Dundee in Scotland.

**Mark Bowden, Ph.D., P.T.**, has 17 years of experience as a physical therapist, working as a clinical practitioner, therapy manager, research physical therapist, and researcher. He received his BS in Psychology in 1991 and his MS, PT in 1995, both from Duke University. He received his PhD in Rehabilitation Science from the University of Florida in May 2009 where his doctoral work concentrated on movement dysfunction after neurologic injury, specifically measurement of activity specific behavioral recovery. Presently, he serves as an Assistant Professor in the Department of Health Science and Research at the Medical University of South Carolina and as a Research Health Scientist at the Ralph H. Johnson VA Medical Center in Charleston, SC.

**Thad Calbrese, Ph.D., M.P.A. (Consultant)**, studies public and nonprofit financial management, broadly focusing on the management and governance of public and not-for-profit organizations, as well as the institutions that affect managerial decision-making in these entities. His research and teaching deliberately span both the governmental and not-for-profit sectors because both provide collective goods and services to the public – frequently in collaboration or through contracting arrangements. Dr. Calbrese's research focuses on two general themes. The first is the general management problem of organizational slack resource management, which also includes debt management. The second focuses on the institutions and relationships between the state and not-for-profits, and how these influence decisions made by each. Dr. Calbrese was awarded the Editors' Prize for Best Scholarly Paper in Nonprofit Management & Leadership for 2013, and joined the journal's editorial board in 2015.

Dr. Calbrese served on the Executive Committee of the Association for Budgeting and Financial Management for three years, and also chaired the Conference Scholarship Committee for the Association for Research on Nonprofit and Voluntary Action in 2014. He has also served for several years on the Audit Committee of the Support Center for Nonprofit Management, which provides consulting services, transition management, and training to nonprofit organizations primarily in New York and New Jersey. Before joining the Wagner School, Dr. Calbrese was on the faculty at the School of Public Affairs at Baruch College – CUNY. Prior to academia, Dr. Calbrese worked in the New York City Office of Management and Budget in tax policy and also as a financial consultant working with nonprofit organizations in New York City.

**Kathy Chappell, Ph.D., R.N., FNAP, FAAN**, has more than 25 years of nursing experience including clinical practice as a direct care nurse in critical care and emergency nursing; hospital administration; project management for programs such as the Magnet Recognition Program, NDNQI, quality improvement and shared governance; hospital-system strategic planning for support of professional

nursing practice including nursing clinical education, nursing student recruitment and research; and director of an international credentialing program.

As Vice President, Accreditation Program and Institute for Credentialing Research, Dr. Chappell is responsible for the Institute for Credentialing Research and the Accreditation Programs including Primary Accreditation of continuing nursing education, Joint Accreditation of organizations providing interprofessional continuing education, accreditation of courses validating nursing skills (Nursing Skills Competency Program), and accreditation of residency and fellowship programs (Practice Transition Accreditation Program). Dr. Chappell received her baccalaureate in nursing with distinction from the University of Virginia, her masters of science in advanced clinical nursing from George Mason University and her doctorate in nursing from George Mason University.

**Malcolm Cox, M.D.** (*Forum Co-Chair*), is an Adjunct Professor of Medicine at the University of Pennsylvania. He most recently served for 8 years as the Chief Academic Affiliations Officer for the U.S. Department of Veterans Affairs, in Washington, D.C., where he oversaw the largest health professions training program in the country and repositioned the VA as a major voice in clinical workforce reform, educational innovation, and organizational transformation. Dr. Cox received his undergraduate education at the University of the Witwatersrand and his M.D. from Harvard Medical School. After completing postgraduate training in internal medicine and nephrology at the Hospital of the University of Pennsylvania, he rose through the ranks to become Professor of Medicine and Associate Dean for Clinical Education. He has also served as Dean for Medical Education at Harvard Medical School; upon leaving the Dean's Office, he was appointed the Carl W. Walter Distinguished Professor of Medicine at Harvard Medical School. Dr. Cox has served on the National Leadership Board of the Veterans Health Administration, the VA National Academic Affiliations Advisory Council (which he currently chairs), the National Board of Medical Examiners, the National Advisory Committee of the Robert Wood Johnson Foundation Clinical Scholars Program, the Board of Directors of the Accreditation Council for Graduate Medical Education, and the Global Forum on Innovation in Health Professions Education of the Institute of Medicine (which he currently co-chairs). Dr. Cox is the recipient of the University of Pennsylvania's Christian R. and Mary F. Lindback Award for Distinguished Teaching and in 2014 was recognized by the Association of American Medical Colleges as a nationally and internationally renowned expert in health professions education.

**Darlene Curley, R.N., M.S., FAAN** (*Planning Committee Member*), is CEO of the Jonas Family Fund and Executive Director of the Jonas Center for Nursing and Veterans Healthcare, a philanthropic organization charged with improving healthcare access, quality and affordability. Grant strategies include nursing, veterans' healthcare, low vision and blindness, mental health, and environmental health. Since 2009, Curley has transformed the profile and impact of the Center from a local NYC funder to a National thought leader, by forging partnerships with 40 funders and more than 100 academic and healthcare organizations. She is leading a \$25 million effort to support 1,000 Doctoral Nursing Scholars in all 50 States to address the nation's critical shortage of nursing faculty and primary care leaders.

Ms. Curley served as a Representative in the Maine State Legislature (2002-2007), responsible for negotiation and oversight of an \$8 billion state budget as a member of the appropriations committee. She was appointed to the Health Committee of the National Conference of State Legislatures, and is recognized as an expert in state health policy, finance and workforce development. Committed to healthcare access in rural areas, Curley was the Founder and CEO of Community Homecare, a Medicare- and Medicaid-certified home health and medical staffing agency serving five counties in western and northern Maine (1982-1990). From 1992-95 Ms. Curley was the Northeast Director of System Integration for Advantage Health. As National Director of Strategic Planning for HealthSouth (1996-99), she was responsible for health system mergers and acquisitions in all 50 states.

Ms. Curley holds a B.S. from the University of Maine and an M.S. from the University of Maryland. In 2013 she received the Second Century Award for Excellence in Healthcare from Columbia University, and in 2015 was named a Visionary Pioneer at the University of Maryland. Ms. Curley is currently an external advisor to the Columbia University Center for Health Policy, appointed to Senator Gillibrand's NY Aging Issue Workgroup, and a Fellow in the American Academy of Nursing and New York Academy of

Medicine. She is a frequent speaker and author on topics of healthcare philanthropy, healthy policy and workforce development including op-eds in *Politico* and the *L.A. Times*.

**Amy Dean, R.N.**, is a registered nurse with over 10 years of nursing experience. She is certified in critical care nursing by the Association of Critical Care Nurses. She earned an associates degree in Nursing from Pitt Community College, a bachelors degree in Nursing from East Carolina University, and a masters degree in Nursing Administration and Leadership from Virginia Commonwealth University. Amy's interest include renal replacement therapy in the critically ill, early mobility in the critically ill, and working on quality improvement within an interprofessional team.

**Marilyn DeLuca, Ph.D., R.N. (Planning Committee Member)**, is a registered professional nurse, a global health workforce advocate, and founder of the consultancy Global Health-Health Systems-Philanthropy. She serves as an adjunct associate professor in the College of Nursing and a research assistant professor in the School of Medicine at New York University (NYU). Dr. DeLuca's experience spans 25 years in the field of global and domestic health care systems, reform, and workforce. She collaborates with and provides services to governments, nongovernmental organizations, and key stakeholders, including the Clinton Global Initiative, the African Development Bank, and the Global Health Workforce Alliance (GHWA). She is a member of the team developing GHWA's Global Strategy for HRH and leads the Technical Workforce Group 3 on data, systems, and impact measurement.

Dr. DeLuca earned a Ph.D. in public administration with a concentration in comparative health systems and reform politics at NYU, where she also earned master's degrees in public administration and nursing. In 2008, she was inducted into the Alumni Hall of Fame at Hunter College, where she earned a bachelor's degree in nursing. Dr. DeLuca has expertise in systems-based models and focuses on growing the global health workforce and on universal health coverage. She is lead editor of the 2013 book *Transforming the Global Health Workforce*.

**Stuart Gilman, M.D., M.P.H. (Planning Committee Member)**, is Director of Veterans Health Administration's Centers of Excellence in Primary Care Education, a demonstration project advancing interprofessional education in VA's patient-centered primary care settings. He has additional national responsibilities as Director of Advanced Fellowships, which includes the VA's relationship with the Robert Wood Johnson Foundation's Clinical Scholars Program and a portfolio of programs providing advanced preparation for health professionals to become leaders in fields of strategic importance to VA including fields such as geriatrics, social work, clinical informatics, women's health, patient safety, health services research, and many others. After studying anthropology and biology at Grinnell College, Dr. Gilman received his M.D. at Rush Medical College then completed Internal Medicine Training at UC Irvine. He subsequently received the M.P.H. from UCLA, and was a Robert Wood Johnson/VA Clinical Scholar at UCSF. Although Dr. Gillman has national responsibility in the VA, he is based in Southern California with his office at the Long Beach VA Medical Center. Dr. Gillman is a practicing primary care general internist and he holds the academic rank of Professor of Clinical Health Sciences, University of California, Irvine.

**Neil Harvison, Ph.D., OTR/L, FAOTA**, is the Chief Officer for Academic and Scientific Affairs at the American Occupational Therapy Association (AOTA). In this capacity he provides leadership and direction for the accreditation, education, and research functions of the Association. Dr. Harvison holds a bachelor's degree in occupational therapy (hons.) from the University of Queensland (Australia), a Master of Arts in Developmental Disabilities Studies from New York University, and a Doctorate of Philosophy from the Steinhardt School of Education at New York University. Prior to joining AOTA in 2006, Dr. Harvison spent over 24 years as a pediatric practitioner and hospital administrator. For 12 years he was the associate director for outpatient services at the Mount Sinai Rehabilitation Center in New York City. During this period, he held clinical faculty appointments at the Mount Sinai School of Medicine, Columbia University College of Physician and Surgeons, and Mercy College.

Dr. Harvison served in number of volunteer leadership roles as a member of AOTA before joining the staff in 2006. He has also served on the Board of Directors of the Association of Specialized and Professional Accreditors (ASPA) as both the chairperson and vice chairperson. Dr. Harvison currently serves as a member of numerous national interprofessional advisory boards. He is the author of numerous

publications and presentations in health care education and accreditation and is an associate editor for education with the American Journal of Occupational Therapy. In 2011, Dr. Harvison was recognized with the AOTA Fellows award for service to education and practice.

**Elena Karahanna, Ph.D., M.B.A.** (*Planning Committee Member*), is a University of Georgia Distinguished Research Professor and the L. Edmund Rast Professor of Business in the MIS Department, Terry College of Business, at the University of Georgia. She has also held visiting appointments in Hong Kong, Australia, Singapore, and Italy and was on the faculty at the University of Cyprus and at Florida State University. Elena is also a Senior Consultant with Cutter Consortium's Business-IT Strategies practice. She holds a Ph.D. in Management Information Systems from the University of Minnesota with specializations in Organization Theory and Organizational Communication, and B.S. in Computer Science (summa cum laude) and MBA degrees from Lehigh University.

**Simon Kitto, Ph.D.** (*Planning Committee Member*), is a medical sociologist who has been working in health professions education research since 2002. Effective January 1, 2015, Dr. Kitto joined DIME as an associate professor; he will also serve as the director of research within the Office of Continuing Professional Development. His main research interests are studying how structural, historical and socio-cultural variables shape interprofessional clinical practice, educational settings and activities. His current research focuses on the nature and role of continuing interprofessional education and practice within the nexus of patient safety, quality improvement and implementation science intervention design and practice. Dr. Kitto has published over 70 research articles, abstracts, several reports, chapters and books. His most recent publications focus on barriers and facilitators to integrating continuing education, quality improvement, patient safety and knowledge translation initiatives in critical care settings.

**Paul E. Mazmanian, Ph.D.** (*Planning Committee Member*), serves as Associate Dean for Assessment and Evaluation Studies, School of Medicine, and Director of Evaluation, Virginia Commonwealth University (VCU) Wright Center for Clinical and Translational Research. For nearly 25 years, he led a continuing education office for the School of Medicine, including ten years with partnership of the School of Allied Health Professions and eight years with collaboration of the Master of Public Health Program. From 2000 to 2010, he was Editor of the Journal of Continuing Education in the Health Professions. Dr. Mazmanian has served on two previous committees of the National Academy of Medicine: a Consensus Committee on Redesigning Continuing Education in the Health Professions, and a Standing Committee on Credentialing Research in Nursing. His current interests include regulation, human factors, quality, safety, and patient outcomes.

**Kristin Miller, M.D., M.S.**, is a graduate of the University of Virginia and Virginia Commonwealth University School of Medicine. She completed her residency and fellowship training in pulmonary and critical care medicine at Virginia Commonwealth University. Dr. Miller is an Assistant Professor in the Department of Internal Medicine, Division of Pulmonary and Critical Care Medicine at VCUHealth in Richmond, VA. She is an attending physician and the Associate Medical Director in the Medical Respiratory Intensive Care unit. She also practices as a neurocritical care specialist and consultant in pulmonary medicine. Dr. Miller's interests include sedation and delirium, early mobility, patient and family engagement, and interprofessional practice in the Intensive Care Unit.

**Warren Newton, M.D., M.P.H.**, serves as director of the North Carolina Area Health Education Centers (AHEC) Program. North Carolina AHEC has 9 regional centers with 20 residencies, more than 200,000 hours of continuing medical education/continuing education annually, and supports community-based educational experiences for all professions across the state. AHEC has built a health careers pipeline and provides practice support in health information technology, patient-centered medical homes, and quality improvement to more than 1,200 primary care practices across the state. Dr. Newton recently completed nearly two decades as chair of the Department of Family Medicine at the University of North Carolina (UNC) School of Medicine where he launched the Improving Performance in Practice (IPIP) program and a statewide program improving quality of care in primary care residencies. In collaboration with many partners, he founded Community Care of Central Carolina and the Carolina Health Net system for more than 20,000 uninsured residents in Alamance, Caswell, Chatham, and Orange counties. He founded and still leads the I<sup>3</sup> Collaborative of 25 Family Medicine, Internal Medicine, and Pediatric residencies working

to implement the Triple Aim. He recently completed a 5-year term as dean of education at the UNC School of Medicine, where he led a successful Liaison Committee on Medical Education reaccreditation, expanded the school to include formal campuses in Charlotte and Asheville, reformed the curriculum and student services, and increased admissions of underrepresented minorities by 50 percent. He also served as senior policy advisor to the Secretary of North Carolina Department of Health and Human Services for the majority of 2016, where he helped lead North Carolina's 1115 Medicaid Waiver, developed a comprehensive plan for graduate medical education expansion in needed specialties in rural communities, and developed a statewide taskforce to define metrics of care for Medicaid.

A graduate of Yale University, Northwestern Medical School, family medicine residency program, and the Robert Wood Johnson Clinical Scholars Program at UNC, Dr. Newton also serves as professor of family medicine at the UNC School of Medicine and adjunct professor of epidemiology at the UNC Gillings School of Global Public Health. Nationally, Dr. Newton is past chair of the American Board of Family Medicine and served as founding chair of the American Board of Medical Specialties Committee on Continuing Certification. He also serves on the Liaison Committee for Medical Education and on the National Academies of Sciences, Engineering, and Medicine's Global Forum on Innovation in Health Professional Education.

**Silvia E. Rabionet, ME.d., Ed.D.** (*Planning Committee Member*), is an associate professor at Nova Southeastern University College of Pharmacy, Department of Sociobehavioral and Administrative Pharmacy. She received a BA from Mount Holyoke College, and MA and EdD from Harvard University. She is also affiliated with the University of Puerto Rico Graduate School of Public Health. For the last thirty years she has designed and administered numerous public and private training and faculty development grants in the fields of tobacco cessation, public health preparedness, HIV/AIDS, and mentoring, among others. She has developed and implemented competency based models for health workforce development. She has actively participated with the CDC, PAHO, WHO and other local, regional and international networks and associations in the development of materials and technical reports for workforce development and continuing education.

She currently teaches Public Health and Health Promotion at the Master's, Pharm D and PhD level. She is program director of an R-25 NIMH funded mentoring project on HIV and Mental Health. The project facilitates the research development of minority junior faculty and doctoral students, affiliated to universities in Florida and Puerto Rico, and representing five professions. She spearheaded a collaborative qualitative research project on nonmedical use of prescription drugs among health professions' students. She is co-investigator in the first Trans-Caribbean prospective research on adherence to HAART among HIV patients. The project, sponsored by the NIH Office of AIDS Research, was launched in 2013 in three countries. She has published about public health history and education, mentoring, and sociobehavioral aspects of drug use.

**Kate Regnier, M.A., M.B.A.**, is Executive Vice President of the Accreditation Council for Continuing Medical Education (ACCME) and has been with the ACCME since 1995. Ms. Regnier oversees the processes of Accreditation and Reaccreditation for national and international providers of continuing medical education (CME), the Recognition of the US-based State/Territory Medical Societies as accreditors within their states according to the Markers of Equivalency, and the Joint Accreditation of Providers of Interprofessional Continuing Medical Education with colleague accreditors, the Accreditation Council for Pharmacy Accreditation and the American Nurses Credentialing Center. Ms. Regnier is also responsible for the review of non-US accreditors for their Substantial Equivalency with the ACCME's system. Ms. Regnier also oversees the education, communications, monitoring, and business functions of the ACCME, and serves as the primary staff liaison to the ACCME Board of Directors.

Ms. Regnier received a Bachelor of Arts Degree in English from the College of the Holy Cross (1986), a Master's Degree in English from Northwestern University (1990), and a Master's Degree in Business Administration from Loyola University of Chicago (1995).

**Michael Rouse, B.Pharm., M.P.S.**, was born in Zimbabwe and moved to the USA in 2001 to join the Accreditation Council for Pharmacy Education (ACPE), where he is Assistant Executive Director, Professional Affairs, and Director, International Services. Mr. Rouse has been very active in the USA and

internationally to advance the Continuing Professional Development (CPD) approach for lifelong learning. He has several CPD-related publications and he co-authored the Global Report on Continuing Education and Continuing Professional Development published by the International Pharmaceutical Federation (FIP) in 2014. In the USA, ACPE has taken the lead in advancing the CPD model in Pharmacy and for several years, Mr. Rouse led those efforts. He has helped to develop education materials, tools and resources to support learners and education providers in their adoption of a CPD approach.

**Julia Royall, B.A., M.A.** (*Planning Committee Member*), has been working in international health in Africa since 1990 and has more than 40 years of professional experience in the communications field. She has focused her efforts on how access to medical information and the Internet can support improved health, and on the ways in which new technology solutions can assist remote and underserved communities in developing countries. For all of her career, Ms. Royall has been committed to bringing together technology and information -- first as Executive Producer of a theatre company she founded on this premise while a doctoral student at Carnegie Mellon University in 1976 and later as a Project Coordinator at the MIT Media Lab. As Deputy Director of SatelliLife, she initiated and directed the HealthNet Information Service which served and continues to serve African countries. She was recruited to the National Library of Medicine at the National Institutes of Health in 1997 to create a malaria research network to support scientists in Africa as part of the Multilateral Initiative on Malaria. For this work she has received the NIH Director's Award and was recently honored by Federal Computer Week magazine. Her research interests include African American history, history of the slave trade, PanAfricanism, relationship between African traditional communication systems and the Internet.

**Lucy A. Savitz, Ph.D., M.B.A.** (*Consultant*), is Assistant Vice President for Delivery System Science in the Institute for Healthcare Delivery Research at Intermountain Healthcare, holds a Research Professor appointment in Epidemiology at the University of Utah, and is on the IHI faculty for impacting cost and quality. At Intermountain, Dr. Savitz has been involved in studying the effective spread of evidence-based, cost-effective care process models. She leads the Intermountain-based, AHRQ ACTION III network, serves on the on the Board representing Discovery and Dissemination for the High Value Health Care (HVHC) Collaborative, and is HVHC Co-PI for the AHRQ Center of Excellence award to Dartmouth. Dr. Savitz currently serves as Chair of the Academy Health Committee on Advocacy and Public Policy, the CMS Executive Leadership Council, the AHRQ National Advisory Council, and the AARP National Policy Council. She previously served as an Economist for the Colorado Legislative Council, Financial Planner for UNC Health Care, and is a past Malcolm Baldrige Examiner in 2001 and 2002. She holds a Ph.D. from University of North Carolina at Chapel Hill's School of Public Health and an MBA from the University of Denver.

**Susan C. Scrimshaw, Ph.D** (*Forum Co-Chair*), is President of The Sage Colleges, Troy, New York. Previous positions include President of Simmons College, Boston, Massachusetts; dean of the School of Public Health at the University of Illinois at Chicago; and associate dean of public health and professor of public health and anthropology at the University of California at Los Angeles. She is a graduate of Barnard College, with a Ph.D. in anthropology from Columbia University. Her research includes community participatory research methods, health disparities, pregnancy outcomes, violence prevention, and culturally appropriate delivery of health care. She is a member of the National Academies of Science and a fellow of the American Association for the Advancement of Science and the American Anthropological Association. She served on the Chicago and Illinois State Boards of Health. She is past president of the board of the U.S.-Mexico Foundation for Science and of the Society for Medical Anthropology, and former chair of the Association of Schools of Public Health. Her honors include the prestigious Yarmolinsky Medal, given by the National Academy of Medicine for distinguished service; the Margaret Mead Award, and a Hero of Public Health gold medal awarded by President Vicente Fox of Mexico. Dr. Scrimshaw lived in Guatemala until age 16. She speaks Spanish, French, and Portuguese.

**Andrew Spiegel, J.D.** (*Consultant*), founded the Colon Cancer Alliance, the leading US based national patient advocacy organization dedicated to colon cancer. Mr. Spiegel, an attorney, besides being a co-founder of the organization and longtime board member of the Alliance became CEO in January of 1999 and he ran the CCA for nearly 5 years, before undertaking his next venture, the Global Colon Cancer Association. Mr. Spiegel is a member of the National Colorectal Cancer Roundtable and is on the Stand

Up to Cancer Advocate Advisory Council. He serves on the steering committee of the Alliance for Safe Biologic Medicines, on the Board and Membership Committee of the Digestive Disease National Coalition (DDNC), is a member of the Coalition for Imaging and Bioengineering Research and is a member of the Computerized Tomography Coalition as well as an active member of many other health care coalitions and organizations. Mr. Spiegel is currently co-chair of the DDNC. In 2012, Mr. Spiegel received the David Jagelman Award for Patient Advocacy from the American Society of Colon and Rectal Surgeons.

Mr. Spiegel is a 1986 graduate of Temple University in Philadelphia where he earned a Bachelor's degree in Political Science with minors in English and Philosophy. He is a 1989 graduate of the Widener University School of Law where he was an editor of the Delaware Law Forum, an invited member of the Phi Delta Phi legal honors society and a member of the Moot Court Honor Society. After working for a Philadelphia litigation firm, Mr. Spiegel opened his own law firm in 1995 and was a participating member of numerous legal organizations in the region.

**Kieran Walsh, Ph.D.** (*Planning Committee Member*), is an assistant professor in the Global Economies and Markets area. In 2014, he received his Ph.D. in economics from Yale University. Prior to graduate school he served as an assistant economist at the Federal Reserve Bank of New York. His research focuses on the link between macroeconomics and finance.