

**COMMITTEE ON THE QUALITY OF CARE  
IN NURSING HOMES**

PUBLIC WEBINAR #2

February 11, 2021  
11:00AM-2:15 PM EST

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**Committee on the Quality of Care in Nursing Homes**

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**Agenda**

11:00 AM	<b>Welcome and Introductions</b> <i>Betty Ferrell, Committee Chair</i>
11:10 AM	<b>Industry Perspectives</b>  <b>Mary K. Ousley, RN</b> Co-Chair, Quality Cabinet American Health Care Association (AHCA)  <b>Ruth Katz</b> Senior Vice President of Public Policy/Advocacy LeadingAge  <b>Robert G. Kramer</b> Co-Founder & Strategic Advisor National Investment Center for Seniors Housing & Care (NIC)  <b>Michael Wasserman, MD, CMD</b> Chair, Public Policy Committee California Association of Long Term Care Medicine
11:50 PM	<b>Committee Questions and Comments</b>  <i>Moderator:</i>  <b>Philip David Sloane, M.D., M.P.H.</b> Distinguished Professor Director of Academic Advancement University of North Carolina at Chapel Hill
12:30	<b>Transition to Session 2</b>
12:35 PM	<b>Oversight and Regulatory Perspectives</b>  <b>Shari M. Ling, MD</b> Deputy Chief Medical Officer Centers for Medicare and Medicaid Services (CMS)  <b>John Dicken and Karin Wallestad</b> Director and Assistant Director, Health Care U.S. Government Accountability Office (GAO)

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	<p><b>Ruth Ann Dorrill and John Hagg</b> Regional Inspector General, Office of Evaluation and Inspections and Director of Medicaid Audits, Office of Audit Services Office of Inspector General (OIG) U.S. Department of Health and Human Services (HHS)</p> <p><b>Toby S. Edelman, Ed. M., JD</b> Senior Policy Attorney Center for Medicare Advocacy</p> <p><b>Alice Bonner, PhD, RN</b> Advisor, Care of Older Adults Institute for Healthcare Improvement (IHI)</p>
1:25 PM	<p><b>Committee Questions and Comments</b></p> <p><i>Moderator:</i></p> <p><b>Kathy Greenlee, J.D.</b> Chief Executive Officer Greenlee Global LLC</p>
2:10 PM	<b>Closing Remarks</b>
2:15 PM	<b>Adjourn</b>

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Board on Health Care Services

Health and Medicine Division

## **THE QUALITY OF CARE IN NURSING HOMES**

### **PUBLIC WEBINAR – SPEAKERS**

**Alice Bonner, Ph.D., RN**

Advisor, Care of Older Adults  
Institute for Healthcare Improvement (IHI)

**John Dicken**

Director, Health Care – Public Health &  
Private Markets  
U.S. Government Accountability Office  
(GAO)

**Ruth Ann Dorrill**

Regional Inspector General  
Office of Evaluation and Inspections  
Office of Inspector General (OIG)  
U.S. Department of Health and Human  
Services (HHS)

**Toby S. Edelman, Ed.M., J.D.**

Senior Policy Attorney  
Center for Medicare Advocacy

**John Hagg**

Director of Medicaid Audits  
Office of Audit Services  
Office of Inspector General (OIG)  
U.S. Department of Health and Human  
Services (HHS)

**Ruth Katz**

Senior Vice President of  
Public Policy/Advocacy  
Leading Age

**Robert G. Kramer**

Co-Founder and Strategic Advisor  
National Investment Center for Seniors  
Housing and Care (NIC)  
Founder and Fellow  
Nexus Insights

**Shari M. Ling, M.D.**

Deputy Chief Medical Officer  
Centers for Medicare and Medicaid Services  
(CMS)

**Mary K. Ousley, RN**

Co-Chair, Quality Cabinet  
American Health Care Association (AHCA)

**Karin J. Wallestad**

Assistant Director, Health Care  
U.S. Government Accountability Office  
(GAO)

**Michael Wasserman, M.D., CMD**

Chair, Public Policy Committee  
California Association of  
Long Term Care Medicine (CALTCM)

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**Public Webinar #2 Speaker Biosketches**

**Alice Bonner, Ph.D., RN, FAAN** has been a geriatric nurse practitioner caring for older adults and their families for over 30 years. She is currently Adjunct Faculty and Director of Strategic Partnerships for the CAPABLE Program at the Johns Hopkins University School of Nursing and Senior Advisor for Aging at the Institute for Healthcare Improvement (IHI). From 2015-2019, she served as Secretary of the Executive Office of Elder Affairs for the Commonwealth of Massachusetts. From 2011 to 2013, Dr. Bonner served as Director of the Division of Nursing Homes in the Centers for Medicare and Medicaid Services (CMS) in Baltimore, MD. From 2009-2011, she was the Director of the Bureau of Health Care Safety and Quality, at the Massachusetts Department of Public Health. Her research interests include policy development to promote quality and safety in health systems and community-based settings; elder abuse, falls prevention, improving dementia care and reducing unnecessary antipsychotic medication use, and improving care transitions.

**John Dicken M.P.A.**, is a Director in GAO's Health Care team. He oversees a portfolio of audits on private health care markets and public health issues, including health insurance markets, prescription drugs, and long-term care. John initially joined GAO in 1991, most consistently working on private health insurance issues, but has also spent significant time on projects related to prescription drug pricing, nursing home quality of care, and Food and Drug Administration oversight of prescription drugs. Prior to joining GAO, John was a Congressional Fellow for the health staff of the Senate Committee on Labor and Human Resources (now the Senate Committee on Health, Education, Labor, and Pensions), and also spent time as a senior analyst for the President's Advisory Commission on Consumer Protection and Quality in the Health Care Industry. John earned a master's degree in public administration, concentrating in public health, from Columbia University, and a bachelor's degree from Carleton College.

**Ruth Ann Dorrill, M.P.A.**, is Regional Inspector General for the Office of Evaluation and Inspections, Office of Inspector General, U.S. Department of Health and Human Services in Dallas, TX. Ruth Ann has been with the OIG for 26 years and led national teams in evaluating HHS programs, including leading an ongoing series of studies about adverse events in hospitals and nursing homes that is referenced in hundreds of academic journal articles and media publications including Health Affairs, the New England Journal of Medicine, and the British Medical Journal. In 2020, she led a national study of US hospital responses to the COVID-19 public health emergency that was covered by media sources worldwide. In 2016, she led a case study of HHS's problematic implementation of HealthCare.gov. Ruth Ann received the Bronze Medal for Outstanding OIG Service in 2000 and 2010, and received the HHS Secretary's Award for Excellence in Management in 2016. She has been a featured speaker at many healthcare conferences, including the Institute for Healthcare Improvement and the National Association for State Health Policy, and has been interviewed on healthcare issues by The New York Times, The Wall Street Journal, The Washington Post, and National Public Radio. She was the keynote speaker for the 2016 National Health Lawyers Association Conference, Long-Term Care and the Law and the 2018 Healthcare Financial Management Association Winter Institute. Ruth Ann is a Senior Fellow at the Partnership for Public Service in Washington, D.C., and holds a Master of Public Affairs from the University of Texas at Dallas and a Bachelor of Science from Baylor University.

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**Toby S. Edelman Ed.M., J.D.** has been representing older people in long-term care facilities since 1977. As a Senior Policy Attorney with the Center for Medicare Advocacy since January 2000, Ms. Edelman provides training, research, policy analysis, consultation, and litigation support relating to nursing homes and other long-term care facilities. Under two grants from the Commonwealth Fund, she evaluated the federal nursing home survey and enforcement system and its impact on state activities and provided technical assistance to states on effective enforcement practices. In cooperation with the Centers for Medicare & Medicaid Services, she recently completed a Commonwealth Fund project to evaluate seven states' deficiency citations for misuse of antipsychotic drugs. Since September 1999, she has written a monthly newsletter on nursing home enforcement issues. Ms. Edelman was the lead attorney for a statewide class of nursing facility residents who successfully challenged the state of California's refusal to implement the federal Nursing Home Reform Law (*Valdivia v. California Department of Health Services*, Civ. No. S-90-1226 EJG (E.D. Calif. 1993)). As a beneficiary representative, Ms. Edelman has testified before Congress and served on federal task forces, technical expert panels, and working groups on nursing home issues. Ms. Edelman received a B.A., Magna cum Laude, from Barnard College (1968), an Ed.M. from the Harvard Graduate School of Education (1969), and a J.D. from the Georgetown University Law Center (1974). Ms. Edelman is a member of the Washington, DC Bar.

**John Hagg** is the Director of Medicaid Audits with the U.S. Department of Health and Human Services (HHS), Office of Inspector General (OIG), Office of Audit Services (OAS). He has been with OIG, in various roles, for over 30 years. John graduated from the University of Dayton, located in Dayton, Ohio, in 1989 with a Bachelor of Science degree in Accounting. Upon graduation, he began his career with the OIG as an auditor in the Boston, Massachusetts Regional Office. Later, he transferred to the OIG Columbus, Ohio Field Office where he served as a Senior Auditor responsible for health care audits. In November 1999, he was promoted to Audit Manager at the OIG Centers for Medicare and Medicaid Audits located in Baltimore, Maryland. Since April 2004, John has served as the Director of Medicaid Audits and is responsible leading OIG audit work involving the Medicaid program. In this role, John is involved with helping to determine high risk areas within the Medicaid program, and developing a national Medicaid audit work plan that focuses on detecting and preventing fraud, waste, and abuse. John has been the recipient of the *Secretary's Award for Distinguished Service* for outstanding accomplishments in addressing concerns involving States' use of upper payment limits that threatened the stability of the Medicaid program. He has also been awarded the *Inspector General's Bronze Medal for Outstanding Employee of the Year*. In addition, John has received numerous awards in recognition of substantial audit contributions, as well as letters of appreciation citing excellence in audit performance. John is originally from the State of West Virginia. He has been married for twenty years and is the proud father of two children.

**Ruth Katz, M.S.**, is Senior Vice President for Public Policy at LeadingAge, where she is responsible for leading strategy on public policy and advocacy to advance the nonprofit's public policy agenda. She works with LeadingAge leadership, state affiliates and members to solve policy challenges and find solutions that free providers to deliver high quality services to older people. The policy office works on affordable housing, health care quality, managed and integrated care, survey and certification issues, elder justices and other important concerns. Prior to joining LeadingAge, Ruth was a longtime senior executive at the U.S. Department of Health and Human Services (HHS) in the Office of the Assistant Secretary for Planning and Evaluation (ASPE). As Associate Deputy Assistant Secretary, she led a group that focused on the development and

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execution of policy research and analysis for programs in aging, long term care and disability. The Advisory Group for the National Alzheimer's Project Act is led within this group. Over many years, Ruth's group initiated and led programs, surveys, and initiatives, including serving as the initial lead on CLASS implementation (and the lead on its conclusion), the Cash and Counseling Demonstration (the first consumer directed long-term care program), the only nationally representative survey of CNAs, the caregiver supplement to the National Health and Aging Trends Survey, and the development of a model for estimating participation in and costs of long-term care reform proposals.

**Robert Kramer, M. Div.,** is Co-founder, former CEO, and now Strategic Advisor at the National Investment Center for Seniors Housing & Care (NIC). He is also the Founder and Fellow of Nexus Insights, a thought leadership platform dedicated to the dissemination of ideas and models that challenge the status quo and contribute to the transformation of housing and aging services for older adults. He is broadly recognized as one of senior living's most influential and high profile thought leaders and connectors. With over 35 years of industry leadership, he has earned the reputation of "agent provocateur" in the seniors housing and care industry. Mr. Kramer has been described as an "ice-cutter" and scout in identifying industries and trends that will disrupt the future of seniors housing, aging services and aging more broadly. In 2019, Mr. Kramer conceived of and championed "The Forgotten Middle," a landmark study of the health and socioeconomic status of middle-income adults who will be 75+ in 2029 and their ability to afford private pay senior housing and care. The report on the study, published in *Health Affairs*, was the 5th most read article appearing in this leading health policy monthly journal in 2019. Mr. Kramer was educated at Harvard and Oxford Universities and holds a Master of Divinity degree from Westminster Theological Seminary.

**Shari M. Ling, M.D.** currently serves as the Deputy Chief Medical Officer for the Centers for Medicare and Medicaid Services (CMS). Her focus is on the achievement of meaningful health outcomes for beneficiaries, families, and caregivers through the delivery of high quality, person-centered care across all care settings. She also contributes her clinical expertise as a geriatrician, internist, and rheumatologist to the development and the implementation of the CMS response to the COVID-19 public health emergency, and the CMS Roadmap to address the nation's opioid crisis. Dr. Ling is appointed to the HHS Advisory Council on Alzheimer's Research Care and Services, and leads its clinical services subcommittee. She also represents CMS on HHS workgroups to eliminate and prevent healthcare associated infections and the National Strategy to Combat Anti-microbial Resistant Bacteria. Dr. Ling has also supported HHS on its Kidney Health Initiative. She continues her clinical work as a dementia care provider at the VA Loch Raven outpatient clinic and has retained her appointment as part-time faculty in the Division of Geriatrics and Gerontology, Johns Hopkins University School of Medicine. Her clinical focus and scientific interest is in the care of persons with dementia, multiple chronic conditions, and functional limitations.

**Mary K. Ousley, RN** is the Chief Strategy Officer, PruittHealth. PruittHealth is a southeast regional leader in long-term health care. The PruittHealth community of services has grown to encapsulate more than 90 post-acute, skilled nursing and assisted living locations, as well as an array of supplementary resources including home health care, end-of-life care, rehabilitation, veteran care and consultative pharmaceutical services. Ms. Ousley has held multiple leadership positions in dynamic healthcare organizations, which have provided her with an extensive background in, and in-depth knowledge of all facets of the post-acute and long-term care profession. In addition to

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Ms. Ousley's professional leadership, she is an active member of the health care profession. She is the Immediate Past-Chairman of the Board of Trustees of Altarum Institute. Altarum integrates objective research and client-centered consulting skills to deliver comprehensive, systems-based solutions that improve health and health care. She is a Past-Chairman of the American Health Care Association, the largest trade organization representing long-term care. Since 1987, she has worked closely with the Centers for Medicare and Medicaid, formerly known as the Health Care Financing Administration on the policy and regulatory development of OBRA 1987, Survey & Certification, and Medicare Policy.

Ms. Ousley has been appointed to and made recommendations for the United States General Accountability Office (GAO), the Joint Commission on Accreditation of Healthcare Organizations (TJC), the National Commission on Nursing and has provided Congressional testimony regarding healthcare policy. Ousley also serves in an advisory capacity to: Brown University--Brown's Center for Long-Term Care Quality & Innovation (Q&I Center) links researchers with providers to test and disseminate interventions to improve care for individuals receiving post-acute and long-term care and Johns Hopkins Center for Innovative Medicine, International Advisory Committee. Ms. Ousley received her degree from Eastern Kentucky University and in 1990 was recognized by the University College of Nursing as the outstanding alumna, in recognition of a registered nurse who has made significant contributions to the field of nursing on a local, state, and national level. In April of 2012 she was inducted into the Hall of Distinguished Alumni at EKU. In 2011 in recognition of her dedication to improving quality in long term and post-acute care, the American Health Care Association (ARCA) awarded her the prestigious *Friend of Quality Award*. The award was renamed in her honor: *The Mary K. Ousley, Champion of Quality Award*.

**Karin J. Wallestad, M.B.A., M.P.H.**, is an Assistant Director on the Government Accountability Office's (GAO) Health Care team. In this role, Ms. Wallestad leads investigations of long-term care issues within the Department of Health and Human Services and the Department of Veterans Affairs. Ms. Wallestad has been with GAO for 14 years. Ms. Wallestad holds a Master of Business Administration and Master of Public Health from the University of California, Berkeley and a Bachelor of Arts in biology from Grinnell College.

**Michael Wasserman, M.D.** is a geriatrician who has devoted his career to serving the needs of older adults. He is Editor-in-Chief of Springer's upcoming textbook, *Geriatric Medicine: A Person Centered Evidence Based Approach*. He previously served as Chief Executive Officer for Rockport Healthcare Services, overseeing the largest nursing home chain in California. Prior to that, he was the Executive Director, Care Continuum, for Health Services Advisory Group, the Quality Improvement Organization for California. In 2001 he co-founded Senior Care of Colorado, which became the largest privately owned primary care geriatrics practice in the country, before selling it in 2010. Dr. Wasserman is a graduate of the University of Texas, Medical Branch. He completed an Internal Medicine residency at Cedars-Sinai Medical Center and a Geriatric Medicine Fellowship at UCLA. He spent five years with Kaiser-Permanente in Southern California where he founded Kaiser's first outpatient Geriatric Consult Clinic. Dr. Wasserman was the lead delegate from the State of Colorado to the 2005 White House Conference on Aging. He also co-chaired the Colorado Alzheimer's Coordinating Council. Dr. Wasserman has actively supported Wish of a Lifetime From AARP since its inception and serves as Vice-Chair of its Board. He is the Immediate Past President of the California Association of Long Term Care Medicine.