

The Future of Nursing 2020-2030

Committee

Mary K. Wakefield

Co-Chair

Mary Wakefield, Ph.D., R.N., is Visiting Distinguished Professor in the Practice of Health Care at Georgetown University and also Visiting Professor and Distinguished Fellow at the University of Texas at Austin. Prior to these appointments, in March 2015, Dr. Wakefield was named by President Obama to serve as the Acting Deputy Secretary of the U.S. Department of Health and Human Services (HHS), the second most senior position in the Department. She held this position through January 20, 2017. She led strategic Department-wide initiatives in key health policy areas, with a particular focus on health and human service programs for vulnerable populations. Her domestic policy work largely focused on improving health status for underserved populations, including strengthening health programs for American Indians and Alaska Natives and improving data analysis to better understand the health needs of rural populations. From 2009 to 2015, Dr. Wakefield led and initiated program improvements as the Administrator of the Health Resources and Services Administration (HRSA) to further strengthen the health care workforce, build healthier communities, increase health equity, and provide health care services to people who are geographically isolated, economically or medically vulnerable. Dr. Wakefield's public service career also includes over eight years working in the United States Senate as a legislative assistant and later as chief of staff to two North Dakota senators.

Dr. Wakefield has extensive academic experience, including serving as associate dean for rural health at the School of Medicine and Health Sciences University of North Dakota, director of the Center for Health Policy, Research and Ethics at George Mason University in Fairfax, Va., and as a faculty member and area chair in the College of Nursing, University of North Dakota. Additionally, she worked on site as a consultant to the World Health Organization's Global Programme on AIDS in Geneva, Switzerland.

Dr. Wakefield is a member of the National Academy of Medicine (formerly the Institute of Medicine) and a fellow in the American Academy of Nursing. She has served on a number of public and not for profit boards and committees bringing expertise in nursing, health care quality and access to care and health workforce. Dr. Wakefield served on the IOM committee that produced the landmark reports *To Err is Human* and *Crossing the Quality Chasm*. She also co-chaired the IOM committee that produced the report *Health Professions Education a Bridge to Quality* and chaired the committee that produced the report *Quality through Collaboration: Health Care in Rural America*.

Dr. Wakefield has a bachelor of science degree in nursing from the University of Mary in Bismarck and master's and doctoral degrees in nursing from the University of Texas at Austin. She also completed the Harvard University School of Government's Program for Senior Managers in Government.

David R. Williams

Co-Chair

David R. Williams, Ph.D., M.P.H., is the Florence and Laura Norman Professor of Public Health and Chair, Department of Social and Behavioral Sciences, at the Harvard T.H. Chan School of Public Health. He is also a Professor of African and African American Studies and Sociology at Harvard University. His prior academic appointments were at Yale University and the University of Michigan.

Dr. Williams is an internationally recognized authority on social influences on health. The author of more than 450 scientific papers, his research has enhanced our understanding of the complex ways in which race, socioeconomic status, stress, racism, health behavior and religious involvement can affect health. The Everyday Discrimination Scale that he developed is one of the most widely used measures of discrimination in health studies.

He has received numerous honors and awards. In 2001, he was elected to the National Academy of Medicine and in 2007 to the American Academy of Arts and Sciences. He has received distinguished contributions awards from the American Sociological Association, the American Psychological Association and the New York Academy of Medicine. He was ranked as one of the top 10 Most Cited Social Scientists in the world in 2005 and as the Most Cited Black Scholar in the Social Sciences in 2008. In 2014, Thomson Reuters ranked him as one of the World's Most Influential Scientific Minds.

Dr. Williams has played a visible, national leadership role in raising awareness levels of the problem of health inequalities and identifying interventions to address them. This includes his service as the staff director of the Robert Wood Johnson Foundation's Commission to Build a Healthier America and as a key scientific advisor to the award-winning PBS film series, *Unnatural Causes: Is inequality Making Us Sick?* His research has been featured by some of America's top print and television news organizations and in his recent TED talk.

He holds an MPH from Loma Linda University and a PhD in Sociology from the University of Michigan.

Maureen Bisognano

Member

Maureen Bisognano, M.S., President Emerita and Senior Fellow, Institute for Healthcare Improvement (IHI), previously served as IHI's President and CEO for five years, after serving as Executive Vice President and COO for 15 years. She is a prominent authority on improving health care systems, whose expertise has been recognized by her elected membership to the National Academy of Medicine among other distinctions. Ms. Bisognano advises health care leaders around the world, is a frequent speaker at major health care conferences on quality improvement and is a tireless advocate for change. She is also an Instructor of Medicine at Harvard Medical School, a Research Associate in the Brigham and Women's Hospital Division of Social Medicine and Health Inequalities. Additionally, she chairs the Advisory Board of the Well Being Trust, co-chairs the Massachusetts Coalition for Serious Illness Care with Dr. Atul Gawande, and serves on the boards of the Commonwealth Fund, Cincinnati Children's Hospital Medical Center, Indiana University Health and Nursing Now. Prior to joining IHI, she served as CEO of the Massachusetts Respiratory Hospital and Senior Vice President of The Juran Institute. Ms. Bisognano began her career in health care in 1973 as a staff nurse at Quincy Hospital in Quincy, MA. She was Director of Nursing at Quincy Hospital from 1981-1982, Director of Patient Services from 1982-1986 and Chief Operating Officer from 1986-1987. She holds a Bachelor of Science degree from the University of the State of New York and a Master of Science degree from Boston University.

Jeffrey Brenner

Member

Jeffrey Brenner, M.D., is Senior Vice President, Clinical Redesign, UnitedHealthcare Community & State, a division of UnitedHealth Group, a diversified health and wellbeing company with a mission to help people live healthier lives and to help make the health system work better for everyone. As a family physician in Camden, NJ, Dr. Brenner owned and operated a solo-practice, urban family medicine office providing full-spectrum family health services for a Medicaid-enrolled population. Recognizing the need for a new way for hospitals, providers, and community residents to collaborate, he founded what would become the Camden Coalition of Healthcare Providers in 2002, and served as its Executive Director from its incorporation in 2006 through 2017. Brenner's innovative use of data to identify high-need, high-cost patients in a fragmented system and improve their care was profiled in the 2011 New Yorker article "The Hot-spotters" by writer and surgeon Dr. Atul Gawande, and on PBS Frontline. In 2013 he was honored with the MacArthur "Genius" Fellowship for his work, and in 2014 he was elected to the National Academy of Medicine (formerly the Institute of Medicine). In 2016, under his leadership, the Camden Coalition launched the National Center for Complex Health and Social Needs. He holds a bachelor's degree in Biology from Vassar College, and graduated from Rutgers Robert Wood Johnson Medical School.

Peter Buerhaus

Member

Peter I. Buerhaus, Ph.D., R.N., is professor in the College of Nursing and Director of the Center for Interdisciplinary Health Workforce Studies at Montana State University. As a nurse and a healthcare economist, he is well known for his studies and publications focused on the nursing and physician workforces in the United States. Before coming to Montana State University, Dr. Buerhaus was the Valere Potter Distinguished Professor of Nursing and Professor of Health Policy at Vanderbilt University, and assistant professor of health policy and management at Harvard School of Public Health. Dr. Buerhaus maintains an active research program involving studies on the economics of the nursing workforce, forecasting nurse and physician supply, developing and testing measures of hospital quality of care, determining public and provider opinions on issues involving the delivery of health care, and assessing the quantity and quality of health care provided by nurse practitioners. Five of his more than 135 publications are designated as "Classics" by the Agency for Healthcare Research and Quality (AHRQ) Patient Safety Network and he is co-author of the 2008 book *The Future of the Nursing Workforce in the United States: Data, Trends, and Implications*. He has editorial responsibilities with many peer reviewed health services research and nursing journals, and has advised policy makers and legislators on nursing workforce policy. He is a member of the National Academies of Medicine and a Fellow of the American Academy of Nursing. He has served on the Advisory Council of the National Institutes of Health National Institute of Nursing Research, National Quality Forum Steering Committee on Nursing Quality Performance Measures, Board of Directors of Sigma Theta Tau International, and The Joint Commission's Nursing Advisory Committee, AcademyHealth, and the Bozeman Deaconess Health System. He was an advisor for the Bipartisan Policy Center's health care workforce initiative, and served on the Institute of Medicine Committee on Graduate Medical Education Governance and Transparency. Dr. Buerhaus earned his baccalaureate degree in nursing from Mankato State University, a master's degree in nursing health services administration from The University of Michigan, master's degree in community health nursing from Wayne State University, a doctoral degree from at Wayne State University. Dr. Buerhaus has been awarded an honorary doctorate from the University of Maryland and from Loyola University (Chicago). In 2010, Dr. Buerhaus was appointed Chair of the National Health Workforce Commission that was established under The Affordable Care Act. Among other responsibilities, the Commission (once funded) will provide advice to the Congress and to the President on national health care workforce policy.

Marshall H. Chin

Member

Marshall H. Chin, MD, MPH, FACP, is the Richard Parrillo Family Professor of Healthcare Ethics in the Department of Medicine at the University of Chicago, and a general internist with extensive experience improving the care of vulnerable patients with chronic disease. He is Co-Director of the Robert Wood Johnson Foundation (RWJF) Advancing Health Equity: Leading Care, Payment, and Systems Transformation National Program Office; Director of the Chicago Center for Diabetes Translation Research; Co-Director of the Merck Foundation Bridging the Gap: Reducing Disparities in Diabetes Care National Program Office; Associate Chief and Director of Research in the Section of General Internal Medicine; and Associate Director of the MacLean Center for Clinical Medical Ethics at the University of Chicago. Dr. Chin co-chairs the National Quality Forum Disparities Standing Committee that recommended how to achieve health equity through performance measurement and payment reform to the Centers for Medicare and Medicaid Services via its report A Roadmap for Promoting Health Equity and Eliminating Disparities: The 4 I's for Health Equity. He serves on the Centers for Disease Control and Prevention Community Preventive Services Task Force and the National Advisory Council to the National Institute on Minority Health and Health Disparities. Currently, Dr. Chin is improving diabetes care and outcomes on the South Side of Chicago through health care system and community interventions. He is co-directing a project evaluating the value of the national federally-qualified health center system. Dr. Chin is also leading an Agency for Healthcare Research and Quality-funded research project to improve shared decision making among clinicians and LGBTQ racial/ethnic minority patients. His work over the past decade leading RWJF's Finding Answers program led to the creation of the Roadmap to Reduce Disparities, cited in the National Academy of Medicine's report System Practices for the Care of Socially At-Risk Populations and The CMS Equity Plan for Improving Quality in Medicare. Dr. Chin is a former President of the Society of General Internal Medicine. He is a graduate of Harvard College and the University of California at San Francisco School of Medicine. Dr. Chin was elected to the National Academy of Medicine in 2017.

Regina Cunningham

Member

Regina S. Cunningham, Ph.D., R.N., is chief executive officer at the Hospital of the University of Pennsylvania and Adjunct Professor and Assistant Dean for Clinical Practice at the University of Pennsylvania, School of Nursing. Dr. Cunningham is an accomplished nurse executive, scientist, and educator who has made significant contributions to advancing nursing practice and clinical care. She has extensive experience in the organization and delivery of nursing service across the care continuum, with particular expertise in the utilization of nursing resources in care delivery systems. In her former role as Chief Nurse Executive, she was responsible for a broad array of strategic and operational functions, including the development of professional practice standards, oversight of quality, and strengthening the integration of scholarship within the practice of nursing. Her research interests include the effect of nursing on outcomes, clinical trials, and innovative models of care delivery. Dr. Cunningham received a Master of Arts in the Delivery of Nursing Service from New York University, a Doctor of Philosophy from the University of Pennsylvania, and then completed a post-doctoral fellowship at Yale University. She was selected as a Robert Wood Johnson Executive Nurse Fellow in 2006 and was inducted as a Fellow of the American Academy of Nursing in 2014.

Jose J. Escarce

Member

José J. Escarce, M.D., Ph.D., is Distinguished Professor of Medicine in the David Geffen School of Medicine at UCLA, where he also serves as Vice Chair for Academic Affairs in the Department of Medicine, and Distinguished Professor of Health Policy and Management in the UCLA Fielding School of Public Health. Dr. Escarce has published extensively on a variety of topics including physician behavior, medical technology adoption, racial and socioeconomic differences in health care, and the effects of market forces on access, costs, and quality of care. His research interests and expertise include health economics, managed care, physician behavior, racial and ethnic disparities in medical care, immigrant health and technological change in medicine. Dr. Escarce is a member of the National Academy of Medicine (NAM) and has served on several NAM committees including the landmark Committee on Understanding and Eliminating Racial and Ethnic Disparities in Health Care and the recent Committee on Accounting for SES in Medicare Payment Programs. Dr. Escarce has also served on numerous federal committees and advisory boards including the National Advisory Council for Health Care Policy, Research, and Evaluation of the Department of Health and Human Services, and on the Board of Directors of AcademyHealth. Dr. Escarce is former Co-Editor-in-Chief of the journal Health Services Research, one of the leading journals in the field. Dr. Escarce graduated from Princeton University, earned a master's degree in physics from Harvard University, and obtained his medical degree and doctorate in health economics from the University of Pennsylvania.

Greer Glazer

Member

Greer Glazer Ph.D., R.N., dean of the University of Cincinnati (UC) College of Nursing and vice president for Health Affairs at UC, is the rare academic who combines teaching, research, practice, community service and policy work. Dr. Glazer has worked in large and small higher education institutions; research-intensive and not research-intensive environments; public and private universities, and colleges that are part of an academic health center. She has personally taught both undergraduate- and graduate-level students and has developed new programs and educational models in several institutions. Holding an established history of commitment to diversity, equity and inclusion, Dr. Glazer created, implemented and supported programs that promote inclusion and the success of diverse populations, whether as patients, students, faculty or staff. She's been PI of initiatives that advance nursing education and create opportunity for underrepresented individuals in health care professions, which is best illustrated by her co-leadership of the National Study on Holistic Review. To date, she's been responsible for over 100 publications, over 220 presentations, in addition to abstracts and contributions to newspapers, radio and TV. She's also co-authored the book "Nursing Leadership from the Outside In" and is the cofounder and legislative editor of the Online Journal of Issues in Nursing (OJIN). Significant national accomplishments include: 1998 Fulbright Scholar in Israel, RWJ Executive Nurse Fellow, Chair of the American Nurses Association Political Action Committee, recipient of NLN Mary Adelaide Nutting Award for Outstanding Leadership in Nursing Education award and the 2018 American Association of Colleges of Nursing Diversity, Inclusion and Sustainability in Nursing Education Lectureship Award. Dr. Glazer has previously served as dean and professor at the University of Massachusetts Boston College of Nursing; director of parent-child nursing and professor at Kent State University; and assistant professor at Case Western Reserve University. She holds a bachelor's degree in nursing from the University of Michigan and a master's and Ph.D. degree in nursing from Case Western Reserve University.

Marcus Henderson

Member

Marcus Henderson, BSN, RN is a charge nurse on the Child and Adolescent Unit in the Fairmount Behavioral Health System where he manages the daily staffing of mental health technicians on a 36-bed inpatient psychiatric and behavioral unit which serves patients between the ages of 6 and 17 years old. He works closely with the nursing staff and multidisciplinary team to ensure safe, comprehensive patient care. Mr. Henderson is also the Co-Founder and Executive Director of Up and Running Healthcare Solutions, a Philadelphia-based organization providing healthcare case management and other supportive services to homeless individuals. In this role, Mr. Henderson served as the program director overseeing the implementation of a nurse-led community health worker pilot program. Mr. Henderson has taught at the University of Pennsylvania School of Nursing as a Clinical Instructor and Community Site Preceptor for undergraduate and graduate students in course that serve as community engagement experiences to help students understand the complexities of community health, engagement, and the impact of social determinants of health. Mr. Henderson is currently completing the Health Leadership MSN Program with a minor in Quality Improvement and Safety Processes in Healthcare at the University of Pennsylvania School of Nursing. He received his BSN from Penn Nursing. He is interested in the intersection of social innovation and nursing particularly in regard to care delivery and community-based solutions to address health inequities.

Angelica Millan

Member

Angelica Millan, D.N.P., R.N., was the Director of Children's Medical Services in the County of Los Angeles Department of Public Health for 12 years. In this position Angie administered the nursing programs for Children's Medical Services which encompasses California Children's Services, Child, Health and Disability Prevention, and Health Care Program for Children in Foster Care programs and she oversaw 346 nurses. Additionally, Dr. Millan has been a Clinical Nursing Instructor at Los Angeles Community College since 1993. She is a Commissioner of the California Healthcare Workforce Policy Commission, a member of the board of trustees for Chamberlain College of Nursing, board member of the Case Management Society Association and a board member for the National Association of Hispanic Nurses. She was the president of the National Association of Hispanic Nurses (NAHN) from 2010-2012. She has been a recipient of NAHN's Janie Menchaca Wilson Leadership Award, Outstanding Latina of the Year, the National Hispanic Medical Association's Leadership Network Award, and the California Legislature Assembly Resolution, NAHN Nurse of the Year and the recipient \ of 22nd District, Senate Woman of the Year award. Dr. Millan was inducted as fellow of the American Nursing Academy in 2012. The first in her family to graduate college, Angie has been a dedicated nurse for over 25 years in Los Angeles. She received her B.S.N. and M.S.N. degrees from California State University, graduated from the UCLA Women's Health Nurse Practitioner program and completed her D.N.P. at Western University of Health Sciences.

John W. Rowe

Member

John W. Rowe, M.D. is Julius B. Richmond Professor of Health Policy and Aging at the Columbia University Mailman School of Public Health. Previously, from 2000 until late 2006, Dr. 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, Dr. 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, Dr. Rowe was president of the Mount Sinai Hospital and the Mount Sinai School of Medicine in New York City. Before joining Mount Sinai, Dr. 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 was director of the MacArthur Foundation Research Network on Successful Aging and is co-author, with Robert Kahn, Ph.D., of Successful Aging. Currently, Dr. Rowe leads the Research Network on An Aging Society. Dr. Rowe was elected a fellow of the American Academy of Arts and Sciences and a member of the National Academy of Medicine. He serves on the Boards of Trustees of the Rockefeller Foundation and the Urban Institute, and is past chairman of the Board of Overseers of Columbia University's Mailman School of Public Health, the Board of Fellows of Harvard Medical School, the Board of Trustees of the University of Connecticut and the Marine Biological Laboratory.

William M. Sage

Member

William M. Sage, MD, JD, an authority on health law and policy, teaches at the University of Texas at Austin, where he is James R. Dougherty Chair for Faculty Excellence in the School of Law and Professor of Surgery and Perioperative Care in the Dell Medical School. From 2006-2013, he served as the university's first Vice Provost for Health Affairs. Prof. Sage is a member of the National Academy of Medicine and serves on the Board on Health Care Services of the National Academies. He is an elected fellow of the Hastings Center on bioethics, and serves on the editorial board of the journal Health Affairs. He has written over 200 articles and has edited three books, including the Oxford Handbook of U.S. Health Law (2016). His research has been supported by the Agency for Health Care Research and Quality, the Robert Wood Johnson Foundation, the Commonwealth Fund, and the Pew Charitable Trusts. He was a tenured professor of law at Columbia until 2006, and has been a visiting law professor at Yale, Harvard, Duke, and Emory. Dr. Sage holds an AB from Harvard College, medical and law degrees from Stanford University, and an honorary doctorate from Universite Paris Descartes. He completed internship at Mercy Hospital and Medical Center in San Diego, and served as a resident in anesthesiology and critical care medicine at The Johns Hopkins Hospital. Before entering law teaching, Dr. Sage practiced corporate and securities law in Los Angeles and, in 1993, headed four working groups for the White House Task Force on Health Care Reform.

Victoria Tiase

Member

Victoria L. Tiase, Ph.D, M.S.N., R.N., is the Director of Research Science and Informatics Strategy at New York-Presbyterian Hospital. Ms. Tiase has over 13 years of experience of giving clinical input to technology projects in all areas, especially regarding the implementation of the NYP electronic medical record. She is responsible for supporting a range of clinical information technology projects related to patient engagement, alarm management and care coordination. She was the nursing lead for the design, implementation and rollout of an institution-developed personal health record (PHR), myNYP.org. She is passionate about finding data-driven, information technology solutions for increased patient and provider engagement in healthcare and leads research efforts to ensure the capture and presentation of data for the use and benefit of clinicians. Ms. Tiase serves on the steering committee for the Alliance for Nursing Informatics and recently completed a fellowship in the ANI Emerging Leaders Program assessing nurse readiness to use health IT tools for patient engagement. She completed her Masters in Nursing Informatics at Columbia University and is currently pursuing a PhD from the University of Utah with a focus on the integration of patient generated health data into clinical workflows. Ms. Tiase was recently inducted into the inaugural class of Fellows of AMIA.

Winston F. Wong

Member

Winston Wong, M.D., M.S., is the Medical Director, Community Benefit & Director, Disparities Improvement and Quality Initiatives, Kaiser Permanente. In this role, he is responsible for developing and cultivating partnerships with communities and agencies in advancing population management and evidence based medicine, with a particular emphasis on safety net providers and the elimination of health disparities. His background includes leadership roles in community health, government, and health plan delivery. From 1993 - 2003, Dr. Wong was a Commissioned Officer of the U.S. Public Health Service, serving as both the Chief Medical Officer for the Health Resources and Services Administration, Region IX, and its Director of California Operations. He achieved the rank of Captain, and was awarded the Outstanding Service Medal from the U.S. Department of Health and Human Services. A Board Certified family practitioner, and bilingual in Cantonese and Toisanese dialects, Dr. Wong continues a small clinical practice at Asian Health Services, a federally qualified health center in Oakland, California, where he served previously as Medical Director. Dr. Wong has served on a number of state and national advisory groups addressing issues in cultural competence, health care access, and improving health care for vulnerable populations. A graduate of UCSF School of Medicine, Dr. Wong co-chaired the National Quality Forum's initiative for "Measuring and Reporting Cultural Competency" for health care organizations, and currently serves on the National Academy of Medicine's Roundtable on Health Literacy, Board on Population Health and Public Health Practice, and Roundtable on the Promotion of Health Equity. He serves as Chair of the National Council of Asian and Pacific Islander Physicians and as an advisor to the DHHS Office of Minority Health, and as Board member to the California Endowment and Grantmakers in Health.