

# **Robert Wood Johnson Foundation Initiative on the Future of Nursing, at the Institute of Medicine**

## **Committee**

### **Donna E. Shalala**

#### **Chair**

Donna E. Shalala, Ph.D., FAAN, is chair, Robert Wood Johnson Foundation (RWJF) Initiative on the Future of Nursing, at the Institute of Medicine (IOM). She is president of the University of Miami and professor of political science. Dr. Shalala has more than 30 years of experience as an accomplished scholar, teacher, and administrator in government and universities. She has also held tenured professorships in political science at Columbia University, the City University of New York (CUNY), and the University of Wisconsin-Madison. She served as president of Hunter College of CUNY from 1980 to 1987 and as chancellor of the University of Wisconsin-Madison from 1987 to 1993. In 1993, President Clinton appointed her secretary of the Department of Health and Human Services (HHS), where she served for 8 years, becoming the longest-serving HHS secretary in U.S. history. She received the Presidential Medal of Freedom, the nation's highest civilian award, in 2008, and is a member of the IOM.

### **Linda Burnes Bolton**

#### **Vice Chair**

Linda Burnes Bolton, Dr.P.H., R.N., FAAN, is vice chair, RWJF Initiative on the Future of Nursing, at the IOM. She serves as vice president for nursing, chief nursing officer, and director of nursing research at Cedars-Sinai Medical Center in Los Angeles, California. Dr. Burnes Bolton is a principal investigator at the Cedars-Sinai Burns and Allen Research Institute. Her research, teaching, and clinical expertise includes nursing and patient care outcomes research, performance improvement, and improvement of quality of care and cultural diversity within the health professions. Dr. Burnes Bolton served as national advisory chair for Transforming Care at the Bedside, an initiative of The Robert Wood Johnson Foundation to improve the nursing practice environment. She is a past president of the American Academy of Nursing and the National Black Nurses Association.

## **Michael Bleich**

### **Member**

Michael R. Bleich, R.N., Ph.D., M.P.H., FAAN, is dean and Dr. Carol A. Lindeman Distinguished Professor for the School of Nursing and vice provost for inter-professional education and development at Oregon Health & Science University. His areas of expertise and scholarship focus on inter-professional leadership development, academic-service workforce development, strategic alignment of academic clinical enterprises, and analytics related to quality improvement to enhance practice and academic outcomes. Dr. Bleich began his health care career in 1970 and has progressed to hold administrative, education, and consultative roles in both academic and service settings. He arrived in Portland, Oregon, in August 2008, concluding a distinguished career at the University of Kansas. There, Dr. Bleich was professor and associate dean for clinical and community affairs in the School of Nursing, and concurrently served as chief executive officer of the school's faculty practice plan, KU HealthPartners, Inc. In 2006, he was appointed chair of the Department of Health Policy and Management in the School of Medicine, the first nurse to hold the role of chair.

## **Troyen A. Brennan**

### **Member**

Troyen A. Brennan, M.D., J.D., M.P.H., is executive vice president and chief medical officer of CVS Caremark Corporation, serving in these roles since November 2008. Previously, Dr. Brennan served as executive vice president and chief medical officer of Aetna, Inc., from 2006 through 2008. From 2000 through 2006, he was president and chief executive officer of Brigham and Women's Physicians Organization. He also served as professor of medicine at Harvard Medical School and as professor of law and public health at Harvard School of Public Health from 1991 to 2006. Dr. Brennan is a member of the IOM.

## **Robert E. Campbell**

### **Member**

Robert E. Campbell, M.B.A., served as chairman of the board of trustees of The Robert Wood Johnson Foundation from July 1999 until March 2005 and was a board member until January 2009. Mr. Campbell is retired vice chairman of the board of directors of Johnson & Johnson (J&J), where he also was chairman of the Professional Sector. He joined J&J in 1955 and later served as an Air Force officer for 3 years, rejoining the company in 1959. During his career, he held numerous positions in financial and general management, including treasurer, vice president finance, and executive committee member. Mr. Campbell is chairman of the advisory board of the Cancer Institute of New Jersey and is past chairman and current trustee emeritus of the board of trustees of Fordham University. He is a member of the advisory council for the College of Science of the University of Notre Dame and an overseer of the Robert Wood Johnson Medical School.

## **Leah M. Devlin**

### **Member**

Leah Devlin, D.D.S., M.P.H., received her dental degree and master's degree in public health administration at the University of North Carolina's (UNC) Chapel Hill campus. At UNC, she was inducted into Phi Beta Kappa and the School of Public Health's honor society. In 2008, she was recognized with the UNC Distinguished Alumni Award. Dr. Devlin began her professional career at the Wake County Department of Health, where she served as director for 10 years. She joined the North Carolina Department of Health and Human Services in 1996 and served as state health director from 2001 to 2009. Beginning in September 2009, Dr. Devlin became Gillings Visiting Professor at the UNC Gillings School of Global Public Health. She is also past president of the North Carolina Association of Local Health Directors, past president of the North Carolina Public Health Association, and past president of the Association of State and Territorial Health Officials.

## **Catherine Dower**

### **Member**

Catherine Dower, J.D., is associate director for research at the University of California, San Francisco, Center for the Health Professions. At the center, she codirects the Health Workforce Tracking Collaborative, which assesses health care workforce challenges such as maldistribution, shortages, language access, and scope-of-practice issues. For 5 years she directed the California Workforce Initiative, a comprehensive research and policy program that included studies on physician supply and distribution, nursing and allied health shortages, and safety net workforce challenges. As staff to the Pew Health Professions Commission, Ms. Dower codirected the commission's national Taskforce on Health Care Workforce Regulation and was a principal author of the commission's reports on health professions regulation. Her published work targets health professions regulation, practice models, and workforce analysis. Ms. Dower serves or has served on several boards and committees, including the National Commission for Certifying Agencies, the National Certification Commission for Acupuncture and Oriental Medicine, and the Foreign Credentialing Commission for Physical Therapy. She received her undergraduate and law degrees from the University of California at Berkeley and is licensed to practice law in the state of California.

## **Rosa Gonzalez-Guarda**

### **Member**

Rosa Gonzalez-Guarda, Ph.D., M.S.N., M.P.H., R.N., C.P.H., is currently an assistant professor at the University of Miami School of Nursing and Health Studies. Throughout her academic and professional career, she has focused on improving the behavioral health and public health of minorities and other at-risk communities throughout the world. In the past, she has worked on various community health nursing projects, public health programs, and research targeting African Americans; Hispanic Americans; and other vulnerable populations in Europe, Latin America, and the Caribbean. Dr. Gonzalez-Guarda has been a funded fellow of the Substance Abuse and Mental Health Services Administration's Minority Fellowship Program at the American Nurses Association, the National Hispanic Science Network on Drug Abuse, and the University of Miami Graduate School. She is currently a co-investigator for two studies within a research center funded by the National Center on Minority Health and Health Disparities/National Institutes of Health referred to as El Centro (Center of Excellence for Hispanic Health Disparities Research). One of these studies explores the experiences of Hispanic men with substance abuse, violence, and risky sexual behaviors (Project VIDA—Violence, Intimate Relationships, and Drug Abuse among Latinos), while the other evaluates the effectiveness of an HIV prevention program targeting Hispanic women in the community (Project SEPA—Salud, Prevención y Auto cuidado).

## **David C. Goodman**

### **Member**

David Goodman, M.D., M.S., is professor of pediatrics and of health policy at the Dartmouth Institute for Health Policy and Clinical Practice in Hanover, New Hampshire; director of the Center for Health Policy Research; and co-principal investigator, Dartmouth Atlas of Health Care. Dr. Goodman's primary research interest is geographic and hospital variation in the health workforce and its relationship to health outcomes. His research papers and editorials on this topic have been published in the New England Journal of Medicine, the Journal of the American Medical Association, Health Affairs, Pediatrics, and The New York Times. Dr. Goodman is also a charter member of the Dartmouth Atlas of Health Care working group. He currently leads Atlas projects examining variation in end-of-life cancer care, post-hospital discharge care, and regional hospital and physician capacity. Dr. Goodman is a member and recent member, respectively, of the editorial boards of the journals Health Services Research and Pediatrics. After joining the Dartmouth faculty in 1988, he undertook allergy and clinical immunology training. He recently stepped down as chief of the Section of Allergy and Clinical Immunology, a position he held for a number of years.

## **Liana M. Orsolini**

### **Member**

Liana Orsolini-Hain, Ph.D., R.N., CCRN, is a full-time tenure track instructor at City College of San Francisco. She has more than 16 years of experience in associate's degree nursing education. She is also a part-time lecturer for San Francisco State University's school of nursing; an assistant clinical professor (volunteer) at the University of California, San Francisco, Department of Physiological Nursing; and a per diem staff nurse at the San Francisco Veterans Administration Medical Center. In addition, Dr. Orsolini-Hain coordinates a chancellor's grant developing associate's degree in nursing to bachelor's of science in nursing and associate's degree in nursing to master's of science in nursing educational collaboration models. Her research and scholarly work address issues in nursing education, including the factors that influence the educational progression of associate's degree nurses. Dr. Orsolini-Hain is immediate past president of the California League for Nursing and has served on the committees of several professional nursing organizations, including the American Association of Critical-Care Nurses.

## **Jennie Chin Hansen**

### **Member**

Jennie Chin Hansen, R.N., M.S., FAAN, was elected by the AARP board to serve as president for the 2008-2010 biennium. She previously chaired the board of the AARP Foundation. Ms. Hansen currently holds an appointment as senior fellow at the University of California, San Francisco's Center for the Health Professions and consults with various foundations. She transitioned to teaching in 2005 after nearly 25 years at On Lok, where she served as executive director for 11 years. On Lok, Inc., is a nonprofit family of organizations providing integrated and comprehensive community-based primary and long-term care services in San Francisco. Ms. Hansen serves in various leadership roles that include commissioner of the Medicare Payment Advisory Commission (MedPAC) and board officer of the National Academy of Social Insurance, the SCAN Foundation, and the Robert Wood Johnson Executive Nurse Fellows Program. She is also a past president of the American Society on Aging. In April 2010, she became chief executive officer of the American Geriatrics Society.

## **C. Martin Harris**

### **Member**

C. Martin Harris, M.D., M.B.A., is chief information officer and chairman of the Information Technology Division of Cleveland Clinic in Cleveland, Ohio. Additionally, he is executive director of eCleveland Clinic, a series of secure, Internet-based information technology-enabled clinical and connectivity programs offered to patients and medical professionals. Dr. Harris's expertise in the innovative application of health information technology to improve the contemporary medical practice model is reflected in his service for numerous national organizations, including the President's Commission on Caring for America's Returning Wounded Warriors, the Board of Regents of the National Library of Medicine, and the Board of the Healthcare Information Management Systems Society. He received his undergraduate and medical degrees from the University of Pennsylvania in Philadelphia. He completed his residency training in general internal medicine at The Hospital of the University of Pennsylvania, a Robert Wood Johnson Clinical Scholar fellowship in general internal medicine at the University of Pennsylvania School of Medicine, and a master's in business administration in healthcare management at the Wharton School of the University of Pennsylvania.

## **Anjli Aurora Hinman**

### **Member**

Anjli Aurora Hinman, C.N.M., F.N.P.-B.C., M.P.H, is a certified nurse midwife and family nurse practitioner, providing antepartum, intrapartum, postpartum, and gynecological services to women. She is also a volunteer at Community Advanced Practice Nurses, Inc., an organization that provides free physical, mental, and preventive health care to homeless and medically underserved women and families in the Atlanta metropolitan area. An alumna of the Emory University School of Nursing, she is past president and current alumni chair of Health Students Taking Action Together, a Georgia nonprofit run by health professional students whose mission is to create a statewide community of health professional students and engage them in education, activism, and service. Ms. Hinman is also past president of the Emory Student Nurses Association and Breakthrough to Nursing director for the Georgia Association of Nursing Students.

## **William D. Novelli**

### **Member**

William D. Novelli, M.A., is a distinguished professor at the McDonough School of Business at Georgetown University. He is the former chief executive officer of AARP, whose mission is to enhance the quality of life for all as we age. Prior to joining AARP, Mr. Novelli was president of the Campaign for Tobacco-Free Kids, whose mandate is to change public policies and the social environment, limit tobacco companies' marketing and sales to children, and counter the industry and its special interests. He now serves as chairman of the board for that organization. Mr. Novelli was also executive vice president of CARE, the world's largest private relief and development organization. Earlier, he cofounded and was president of Porter Novelli, now part of the Omnicom Group, an international marketing communications corporation. Porter Novelli was founded to apply marketing to social and health issues and now is one of the world's largest public relations agencies. Mr. Novelli is a recognized leader in social marketing and social change, and has managed programs in cancer control, diet and nutrition, cardiovascular health, reproductive health, infant survival, and other areas in the United States and the developing world. His book *50+: Give Meaning and Purpose to the Best Time of Your Life* was updated in 2008. A second book (with Peter Cappelli of the Wharton School at the University of Pennsylvania), *Managing the Older Workforce*, will be published in 2010.

## **Yolanda Partida**

### **Member**

Yolanda Partida, M.S.W., D.P.A., is director of Hablamos Juntos and assistant adjunct professor at the University of California, San Francisco, Fresno Center for Medical and Education Research in California. Hablamos Juntos (We Speak Together) is a national initiative of The Robert Wood Johnson Foundation created in 2001 to work with ten demonstrations and to develop practical solutions to language barriers in health care. Hablamos Juntos has produced a set of Universal Health Care symbols for health care signage and the More Than Words Toolkit, containing practical tools for commissioning and assessing the quality of translated materials. The Translation Quality Assessment Tool was found to have high interrater reliability in quality evaluations of materials translated from English into Spanish and Chinese. Dr. Partida has extensive experience in public/teaching and private hospital administration, public health administration, and private consulting. In these settings, she has been responsible for overseeing a variety of health care and public health programs, forming public/private partnerships, developing multiagency strategic plans, conducting feasibility studies, and preparing business case analyses.

## **Robert D. Reischauer**

### **Member**

Robert D. Reischauer, Ph.D., is president of the Urban Institute. A former director of the Congressional Budget Office (CBO) and a nationally known expert on the federal budget, Medicare, and Social Security, he began his tenure as the second president of the Urban Institute in February 2000. He had been a senior fellow of economic studies at the Brookings Institution since 1995. From 1989 to 1995, he was director of the nonpartisan CBO. Mr. Reischauer served as the Urban Institute's senior vice president from 1981 to 1986. He was the CBO's assistant director for human resources and its deputy director between 1977 and 1981. Mr. Reischauer serves on the boards of several educational and nonprofit organizations. He was a member of MedPAC from 2000 to 2009 and its vice chair from 2001 to 2008. He is a member of the IOM.

## **John W. Rowe**

### **Member**

John W. Rowe, M.D., is professor in the Department of Health Policy and Management at the Columbia University Mailman School of Public Health. From 2000 until late 2006, he 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 CEO 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, he 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 founding director of the Division on Aging at Harvard Medical School, as well as chief of gerontology at Boston's Beth Israel Hospital. He has authored more than 200 scientific publications, mainly on the physiology of the aging process, including a leading textbook of geriatric medicine, in addition to more recent publications on health care policy. Dr. 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 coauthor, with Robert Kahn, Ph.D., of Successful Aging (Pantheon, 1998). Currently, Dr. Rowe leads the MacArthur Foundation's Network on an Aging Society. In addition, he is a former member of MedPAC, has served as president of the Gerontological Society of America, and chaired the IOM's Committee on the Future Health Care Workforce for Older Americans. He is a member of the IOM.

## **Bruce C. Vladeck**

### **Member**

Bruce C. Vladeck, Ph.D., is senior advisor to Nexera Consulting. He is also chairman of the board of the Medicare Rights Center, a member of the New York City Board of Health, and a director of the March of Dimes and Independence Care Systems. Dr. Vladeck is a nationally recognized expert on health care policy, health care financing, and long-term care. From 1993 through 1997, he was administrator of the Health Care Financing administration (HCFA) within HHS. Subsequently, he was appointed by President Clinton to the National Bipartisan Commission on the Future of Medicare. Dr. Vladeck's career in health care has included 10 years as president of the United Hospital Fund of New York and senior positions at Columbia University, The New Jersey State Department of Health, The Robert Wood Johnson Foundation, and Mount Sinai Medical Center. In 2006?2007, he served as interim president of the University of Medicine and Dentistry of New Jersey. He previously chaired the IOM's Committee on Health Care for the Homeless (1991?1992). He is a member of the IOM.