

The Learning Healthcare System in America

Committee

Mark D. Smith

Chair

Mark D. Smith, M.D., M.B.A. is the President and C.E.O. of the California HealthCare Foundation. The Foundation is an independent philanthropy with assets of \$800 million, headquartered in Oakland, California and dedicated to improving the health of the people of California through its three program areas; Innovations For The Underserved, Better Chronic Disease Care, and Market and Policy Monitor. A board-certified internist, he is a member of the clinical faculty at the University of California San Francisco and an attending physician at the Positive Health Program for AIDS care at San Francisco General Hospital. He is a member of the Institute of Medicine and serves on the board of the National Business Group on Health. Prior to joining the California HealthCare Foundation, Dr. Smith was Executive Vice President of the Henry J. Kaiser Family Foundation and previously served as Associate Director of the AIDS Service and Assistant Professor of Medicine and of Health Policy and Management at Johns Hopkins University. He has served on the Performance Measurement Committee of the National Committee for Quality Assurance and the editorial board of the Annals of Internal Medicine. Dr. Smith received a B.A. in Afro-American Studies from Harvard College, an M.D. from the School of Medicine at the University of North Carolina at Chapel Hill, and an M.B.A. with a concentration in health care administration from the Wharton School at the University of Pennsylvania.

James P. Bagian

Member

James P. Bagian, M.D., P.E. is a Professor of Engineering and Director of the Center for Health Engineering and Patient Safety at the University of Michigan. Previously, he served as the first Director of the VA National Center for Patient Safety (NCPS) and the first Chief Patient Safety Officer for the Department of Veterans Affairs from 1999 to 2010. As NCPS Director, he was responsible the development and implementation of techniques designed to reduce avoidable injuries and deaths of patients throughout VA's 154 medical centers and associated clinics and long term care facilities. From 1980-1995, Dr. Bagian served as a NASA astronaut and is a veteran of two space flights (STS-29 in 1989 and STS-40 in 1991). He took part in both the planning and provision of emergency medical and rescue support for the first six space shuttle flights. In 1986, Dr. Bagian served as an investigator for the Space Shuttle Challenger accident and as the Astronaut On-Scene Adviser for the salvage operations of the Space Shuttle Challenger crew module was the individual who dove and made the positive identification of the Challenger crew module debris on the ocean floor. Subsequently he was responsible for the development and implementation of the pressure suit used for crew escape and other crew survival and escape equipment used on Shuttle missions. He was also selected in 2003 to be the Chief Flight Surgeon and Medical Advisor for the Space Shuttle Columbia Accident Investigation Board. Dr. Bagian is also an Adjunct Assistant Professor of Military and Emergency Medicine at the Uniformed Services University of Health Sciences at F. Edward Hebert School of Medicine and a Clinical Associate Professor of Preventive Medicine and Community Health at the University of Texas Medical Branch. In addition, he is a Colonel in the U.S. Air Force Reserve and serves on the Trauma and Injury Subcommittee of the Defense Health Board for the Department of Defense. He received a Bachelor of Science Degree in Mechanical Engineering from Drexel University, and a Doctor of Medicine from Thomas Jefferson University. He is a diplomate of the American Board of Preventive Medicine with a subspecialty in Aerospace Medicine. Dr. Bagian was elected to the National Academy of Engineering in 2000 and to the Institute of Medicine in 2003.

Anthony S. Bryk

Member

Anthony S. Bryk, Ed.D. is the ninth president of The Carnegie Foundation for the Advancement of Teaching. He held the Spencer Chair in Organizational Studies in the School of Education and the Graduate School of Business at Stanford University from 2004 until assuming Carnegie's presidency in September 2008. Prior to Stanford, he held the Marshall Field IV Professor of Education post in the sociology department at the University of Chicago, where he founded the Center for Urban School Improvement which supports reform efforts in the Chicago Public Schools. Bryk also founded the Consortium on Chicago School Research, which has produced a range of studies to advance and assess urban school reform. In addition, he has made contributions to the development of new statistical methods in educational research. At Carnegie, he is leading work on strengthening the research and development infrastructure for improving teaching and learning. Bryk holds a B.S. from Boston College, an Ed.D. from Harvard University, and was recently honored by Boston College with an honorary doctorate for his contributions to education reform.

Gail H. Cassell

Member

Gail H. Cassell, Ph.D. recently retired as vice president, Scientific Affairs and Distinguished Lilly Research Scholar for Infectious Diseases, Eli Lilly and Company in Indianapolis in October 2010. She is the former Charles H. McCauley Professor and chair of the Department of Microbiology at the University of Alabama Schools of Medicine and Dentistry at Birmingham, a department that ranked first in research funding from the National Institutes of Health during the decade of her leadership. She obtained her bachelor's from the University of Alabama in Tuscaloosa and in 1993 was selected as one of the top 31 female graduates of the 20th century. She obtained her doctorate in microbiology from the University of Alabama at Birmingham and was selected as its 2003 Distinguished Alumnus. She is a past president of the American Society for Microbiology (the oldest and single largest life sciences organization with a membership of over 42,000). She was a member of the National Institutes of Health Director's Advisory Committee and a member of the Advisory Council of the National Institute of Allergy and Infectious Diseases of NIH. She was named to the original Board of Scientific Councilors of the Center for Infectious Diseases, Centers for Disease Control and served as chair of the board and a member of the Advisory Board of the Director of the Centers for Disease Control and Prevention. After 9/11 she was appointed to the Secretary of Health and Human Services Advisory Council of Public Health Preparedness. As a member of the Science Board of the Federal Food and Drug Administration, Advisory Committee to the Commissioner, she received a Commissioner's Citation Award for authoring the report in 2007, "FDA: Science and Mission at Risk". Since 1996, she has been a member of the U.S.-Japan Cooperative Medical Science Program responsible for advising the respective governments on joint research agendas (U.S. State Department/Japan Ministry of Foreign Affairs). She has served on several editorial boards of scientific journals and has authored more than 250 articles and book chapters. Cassell has received national and international awards and an honorary degree for her research in infectious diseases. She is a member of the Institute of Medicine of the National Academy of Sciences and is currently serving a second term on the IOM Council, the governing board. Cassell has been intimately involved in establishment of science policy and legislation related to biomedical research and public health. For nine years she was chair of the Public and Scientific Affairs Board of the American Society for Microbiology, has served as an adviser on infectious diseases and indirect costs of research to the White House Office of Science and Technology Policy, and has been an invited participant in numerous Congressional hearings and briefings related to infectious diseases, anti-microbial resistance and biomedical research. She has served two terms on the LCME, the accrediting body for U.S. medical schools, as well as other national committees involved in establishing policies in training in the biomedical sciences. She is a past member of the Board of Directors of the Burroughs Wellcome Fund, Research!America, the Leadership Council of the School of Public Health of Harvard University and the Advisory Council of the School of Nursing of Johns Hopkins. She is currently a member of the Science Management Review Board of the NIH and a member of the Advisory Council of the Fogarty International Center of the NIH, the Executive Committee of the Visiting Board of the School of Medicine of Columbia University, the Board of Advisors of the School of Public Health of the University of North Carolina, and the Board of Trustees of Moorehouse School of Medicine.

James B. Conway

Member

James B. Conway, M.S. is an adjunct lecturer at the Harvard School of Public Health in Boston, principal of the Governance and Leadership Group of Pascal Metrics in Washington DC, and a Senior Fellow at the Institute for Healthcare Improvement [IHI] Cambridge. From 2006-2009 he was Senior President of IHI and from 2005-2006, Senior Fellow. During 1995-2005, Jim was Executive Vice President and Chief Operating Officer of Dana-Farber Cancer Institute, Boston. Prior to joining DFCI, he had a 27-year career at Children's Hospital, Boston in Radiology Administration, Finance, and as Assistant Hospital Director. His areas of expertise and interest include governance and executive leadership, patient safety, change management, and patient-/ family-centered care. He holds a Master of Science degree from Lesley College, Cambridge, MA. Jim is the winner of numerous awards including the 1999 ACHE Mass. Regents Award, the 2001 first Individual Leadership Award in Patient Safety by the Joint Commission on Accreditation of Healthcare Organizations and the National Committee for Quality Assurance. In 2008, he received the Picker Award for Excellence in the Advancement of Patient Centered Care and in 2009 the Mary Davis Barber Heart of Hospice Award from the Massachusetts Hospice and Palliative Care Federation. A Fellow of the American College of Healthcare Executives, he is a member of the Clinical Issues Advisory Council of the Massachusetts Hospital Association, and is a Distinguished Advisor to the Lucian Leape Institute for the National Patient Safety Foundation. Board service includes: board chair, The Partnership for Healthcare Excellence; board member, Winchester Hospital; board member American Cancer Society, New England Region; and, board member, Medically Induced Trauma Support Services (MITSS). In government service, he served since 2006-2010, as a member of the Commonwealth of Massachusetts Quality and Cost Council.

Mrs. Helen B. Darling

Member

Helen B. Darling, M.A. is President and CEO of the National Business Group on Health, a non-profit, membership organization devoted exclusively to providing solutions to its employer-members' most important health care problems and representing large employers on health policy issues. Its 303 members, including 64 of the Fortune 100 in 2010, purchase health benefits for over 50 million employees, retirees, and dependents. She was the 2009 recipient of the WorldatWork's prestigious Keystone Award for sustained contributions to the field of Human Resources and the President's Award in 2010 by the American College of Occupational and Environmental Medicine. Darling serves on: the Committee on Performance Measurement (National Committee for Quality Assurance) (Co-chair for 10 years); the Medical Advisory Panel, Technology Evaluation Center, (Blue Cross Blue Shield Association); the Medicare Coverage Advisory Committee, the Boards of the National Quality Forum and the Reagan-Udall Foundation. Previously, she directed the purchasing of health benefits and disability at Xerox Corporation. Darling was health advisor to Senator David Durenberger, on the Senate Finance Committee. She directed three studies at the Institute of Medicine for the National Academy of Sciences. Darling received a master's degree in Demography/Sociology and a bachelor's of science degree in History/English, cum laude, from the University of Memphis.

T. Bruce Ferguson, Jr.

Member

T. Bruce Ferguson Jr., M.D. is Chairman of the Department of Cardiovascular Sciences at the East Carolina Heart Institute and the Brody School of Medicine at East Carolina University. He is a board certified cardiothoracic surgeon who specializes in adult cardiothoracic surgery. He came to North Carolina from Louisiana, where he was Chief of Cardiac Surgery at LSU Health Sciences Center in New Orleans prior to Hurricane Katrina. While in Louisiana, he received funding from AHRQ's Transforming Healthcare Quality Through Information Technology program to begin development of a longitudinal cardiovascular information system for the statewide Charity Hospital System population. He served for six years as the inaugural chair of the Society of Thoracic Surgeons' Council on Quality, Research, and Patient Safety, which oversees all aspects of the Society's national database efforts, in collaboration with the Duke Clinical Research Institute. He was Principal Investigator on the Society's two clinical trials in quality improvement from 1999 through 2007, funded by AHRQ. He is currently co-Principal Investigator on the combined Duke-ECU Clinical Site for the NHLBI Cardiac Surgical Network and is Principal Investigator for the Clinical Research Skills Development Core. He is a Fellow of the American Heart Association, and is a member of the Informatics Committee and the Surgical Council for the American College of Cardiology, and is Chair of the Workforce on Health Policy, Reform and Advocacy of the STS. He received his degree in chemistry from Williams College and received his M.D. degree from Washington University in St. Louis. He completed his training in general surgery and cardiothoracic surgery at Duke University Medical Center.

Ginger L. Graham

Member

Ginger L. Graham, M.B.A. is Senior Lecturer at Harvard Business School and President and CEO of Two Trees Consulting, is a public speaker and health care consultant. She is the former President and Chief Executive Officer of Amylin Pharmaceuticals, a biopharmaceutical company based in San Diego, CA, focused on diabetes and obesity. During Ginger's tenure at Amylin, the company launched two first-in-class medicines for people with diabetes, was listed on the Nasdaq 100, and was rated as one of the Top 10 places in the industry for scientists to work. Prior to her time at Amylin, Ginger was Group Chairman, Office of the President, for Guidant Corporation, a major cardiovascular medical device manufacturer based in Indianapolis, IN. During Ginger's tenure at Guidant, the company launched the world's leading stent platform, was listed in the Fortune 500, was recognized by Fortune Magazine as one of the Best Companies to Work For in America, and was included in Industry Week Magazine's 100 Best Managed Companies in the World. Ginger has received numerous awards and honors including being named as the Emerging Company Executive of the Year by the Global Health Council in 2005, a Finalist in Marketwatch's CEO of the Year in 2006, and the American Diabetes Association's Woman of Valor award in 2006. She was included in Pharma VOICE's "100 of the Most Inspiring People" list in 2006 and World Pharmaceuticals magazine named her number 10 on a list of 40 most influential people in the industry in 2007. Ms. Graham serves on the Boards of Directors for Walgreen Co.; Genomic Health, Inc.; Proteus Biomedical Pharmaceutical Systems Division; ICAT Managers; Praline Holdings, Ltd., and the American Diabetes Association Research Foundation, where she serves as Vice Chair. Ms. Graham is a member of the Harvard Business School Health Industry Alumni Advisory Board, the University of Arkansas Chancellor's Board of Advisors, and the University of Colorado Initiative for Molecular Biotechnology. She also serves on the Advisory Boards for the Kellogg Center for Executive Women, and the Women Business Leaders of the US Health Care Industry Foundation. She serves on the Editorial Advisory Board for the Journal of Life Sciences publication, frequently speaks at business schools and has written for Harvard Business Review. Ginger received a Bachelor of Science in agricultural economics from the University of Arkansas and holds an MBA from Harvard University.

George Halvorson

Member

George C. Halvorson, M.B.A. is chairman and chief executive officer of Kaiser Permanente, headquartered in Oakland, California. Kaiser Permanente is the nation's largest nonprofit health plan and hospital system, serving about 8.6 million members and generating \$42 billion in annual revenue. Kaiser Permanente has been investing heavily in electronic medical records and physician support systems over the past five years. More than 10 million patients now have their records in the computers. The medical records are designed to provide information to the patients and coordinate their care among doctors, nurses, and other caregivers. Kaiser Permanente also is a leader in electronic connectivity between doctors and patients, with more than six million "e-visits" this year being chosen by patients instead of face-to-face clinical visits. George Halvorson serves on the Institute of Medicine Roundtable on Value & Science-Driven Health Care, the American Hospital Association's Advisory Committee on Health Reform, and the Commonwealth Fund Commission on a High Performance Health System. He serves on the board of the America's Health Insurance Plans and the board of the Alliance of Community Health Plans. Halvorson chairs the International Federation of Health Plans and co-chairs the Institute for Healthcare Improvement Annual National Forum on Quality Improvement in Health Care. In 2009, he chaired the World Economic Forum's Health Governors meetings in Davos. He has received the Modern Healthcare/Health Information and Management Systems Society CEO IT Achievement Award. The Workgroup for Electronic Data Interchange also awarded him the 2009 Louis Sullivan Award for leadership and achievements in advancing health care quality. Mr. Halvorson has written several health care reform books, including the recently released *Health Care Will Not Reform Itself: A User's Guide to Refocusing and Reforming American Health Care*. He also wrote *Health Care Reform Now!*, *Health Care Co-ops in Uganda*, *Strong Medicine*, and *Epidemic of Care* as guidebooks for health care reform. Care improvement programs supported by the new Kaiser Permanente computer systems have reduced medical complications, improved heart disease survival rates, and significantly reduced the number of broken bones for Kaiser Permanente members. Medical research supported by the Kaiser Permanente database has impacted the use of Vioxx, heart stents, various joint implants, and medical treatments for expectant mothers. Mr. Halvorson served as an advisor to the governments of Uganda, Great Britain, Jamaica, and Russia on issues of health policy and financing. His strong commitment to diversity and inter-ethnic healing has led him to his current writing project, a new book about racial prejudice around the world. Prior to joining Kaiser Permanente, Mr. Halvorson was president and chief executive officer of HealthPartners, headquartered in Minneapolis. With more than 30 years of health care management experience, he has also held several senior management positions with Blue Cross and Blue Shield of Minnesota.

Brent C. James

Member

Brent C. James, M.D., M.Stat. is Chief Quality Officer and Executive Director of the Institute for Health Care Delivery Research at Intermountain Healthcare in Salt Lake City, Utah. For more than 20 years, Dr. James has championed the standardization of clinical care through data collection and analysis on a wide variety of treatment protocols and complex care processes. In the tradition of medical pioneers Florence Nightingale, Abraham Flexner, and William Osler, James has devoted himself to using quality improvement tools to better understand the cause and effect relationship between various practice and environmental factors. Today, nearly 100 years after his mentors' groundbreaking discoveries, Dr. James firmly believes that the practice of medicine and delivery of health care stands at another critical crossroads. If the health care field is to successfully bridge the quality chasm defined by the Institute of Medicine, a new and innovative approach to the practice of health care is mandatory. Dr. Brent James feels strongly that the time has come to shift from the "craft-based" practice to evidence-directed teams focused on patient care. In addition to his duties at Intermountain Health Care, Dr. James is adjunct professor at the University of Utah School of Medicine, Department of Family and Preventive Medicine. He also holds a Visiting Lectureship in the Department of Health Policy and Management at the Harvard School of Public Health. In addition, Brent James has served on a number of national taskforces and committees that examine health care quality and cost control, including AHRQ and his a recent appointment by the Federal Comptroller to an advisory group on making American health care more accessible and affordable. Dr. James has received numerous national awards recognizing his vision and energy in making the U.S. health care system better.

Craig A. Jones

Member

Craig A. Jones is the Director of the Vermont Blueprint for Health, a program established by the State of Vermont, under the leadership of its Governor, Legislature and the bi-partisan Health Care Reform Commission. The Blueprint is intended to guide a statewide transformation resulting in seamless and well coordinated health services for all citizens, with an emphasis on prevention. The program is intended to improve healthcare for individuals, improve the health of the population, and result in more affordable healthcare costs. Prior to this he was an Assistant Professor in the Department of Pediatrics at the Keck School of Medicine at the University of Southern California, and Director of the Division of Allergy/Immunology and Director of the Allergy/Immunology Residency Training Program in the Department of Pediatrics at the Los Angeles County + University of Southern California (LAC+USC) Medical Center. He was Director, in charge of the design, implementation, and management, of the Breathmobile Program, a program using mobile clinics, team based care, and health information technology to deliver ongoing preventive care to inner city children with asthma at their schools and at County clinics. The program evolved from community outreach to a more fully integrated Pediatric Asthma Disease Management for the Los Angeles County Department of Health Services, and spread to several other communities across the country. He has published papers, abstracts, and textbook chapters, on topics related to health services, health outcomes, and allergy and immunology in *Pediatric Research*, *Pediatrics*, *J Pediatrics*, *Pediatrics in Review*, *Journal of Clinical Immunology*, *Journal of Allergy and Clinical Immunology*, *Annals of Allergy, Asthma and Immunology*, *CHEST*, and *Disease Management*. Dr. Jones was an Executive Committee and Board Member for the Southern California Chapter of the Asthma and Allergy Foundation of America, as well the chapter President. He is a past president of the Los Angeles Society of Allergy Asthma & Immunology, and a past President and a member of the Board of Directors for the California Society of Allergy Asthma & Immunology. Dr. Jones received his undergraduate degree at the University of California at San Diego and his MD at the University of Texas Health Science Center in San Antonio, Texas. He completed his internship and residency in pediatrics at LAC/USC Medical Center, where he also completed his fellowship in allergy and clinical immunology.

Gary S. Kaplan

Member

Gary S. Kaplan, MD, FACP, FACMPE, FACPE, has served as Chairman and CEO of the Virginia Mason Health System since 2000. Dr. Kaplan received his medical degree from the University of Michigan and is board-certified in internal medicine. Since Dr. Kaplan became Chairman and CEO, Virginia Mason has received significant national and international recognition, including being recognized as one of 37 hospitals and eight children's hospitals designated as a top hospital in the nation by the Leapfrog Group for the fourth consecutive year. Virginia Mason is also a national leader in deploying the Virginia Mason Production System – reducing the high costs of health care while improving quality, safety and efficiency. In addition to his patient-care duties and position as CEO, Dr. Kaplan is a clinical professor at the University of Washington. He has been recognized for his service and contribution to many regional and national boards. He currently serves on the boards of the Institute for Healthcare Improvement, the American Medical Group Association, the Medical Group Management Association, the Washington Healthcare Forum, the Special Olympics and the Greater Seattle Chamber of Commerce. He is current Chair of the National Patient Safety Foundation Board. In 2007, Dr. Kaplan was designated a fellow in the American College of Physician Executives. He was recently named one of the 50 most powerful physician executives in healthcare by Modern Healthcare and Modern Physician magazines. In 2009, he was named the 16th most influential U.S. physician leader in health care by Modern Healthcare magazine. In 2009, Dr. Kaplan received the John M. Eisenberg Award from the National Quality Forum and The Joint Commission for Individual Achievement at the national level for his outstanding work and commitment to patient safety and quality. Additionally, he was recognized by the Medical Group Management Association (MGMA) and the American College of Medical Practice Executives as the recipient of the Harry J. Harwick Lifetime Achievement Award recognizing outstanding national contributions to health-care administration, delivery and education while advancing the field of medical practice management.

Arthur A. Levin

Member

Arthur A. Levin, M.P.H. is the director of the Center for Medical Consumers. He served as the consumer representative on the FDA Drug Safety and Risk Management Advisory Committee from its establishment in 2003 through May 2007. He continues to participate as a consumer expert on these FDA advisory panels by invitation. He is the only consumer member of the New York State Department of Health Healthcare Acquired Infection Reporting Workgroup and co-wrote the original legislation that mandated public hospital-acquired infection reporting in the state. From 1998-2000, Levin served on the Institute of Medicine's Committee on the Quality of Health Care in America, which issued the landmark report *To Err is Human* that garnered international attention for its depiction of medical errors as a leading cause of preventable death and injury in the U.S., as well as the *Crossing the Quality Chasm* Report that set the goals for reforming the nation's healthcare system. He has subsequently served on IOM committees that have assessed federal government efforts to improve patient safety in the health systems it manages, reported on the performance of the Office of the National Coordinator for Information Technology, and recommended national standards for systematic evidence reviews and clinical guidelines. In 2009, he was a member of the IOM committee advising the Secretary of Health and Human Services on how to allocate \$400 million in stimulus money targeted for comparative effectiveness research. Levin serves as chair of the National Quality Forum (NQF) Consensus Standards Approval Committee and co-chair of the National Committee for Quality Assurance, Committee on Performance Measurement (CPM). He is a board member of the Institute of Medicine, Board on Health Care Services; the Foundation for Informed Medical Decision Making; Citizens Advocacy Center; THINC, a regional health information project in the mid-Hudson Valley; and the New York eHealth Collaborative. He is the consumer representative on the steering committee of the Centers for Education and Research on Therapeutics (CERTS).

Eugene Litvak

Member

Eugene Litvak, Ph.D. is President and CEO of the Institute for Healthcare Optimization. He is also an Adjunct Professor in Operations Management in the Department of Health Policy & Management at the Harvard School of Public Health (HSPH), where he teaches the course "Operations Management in Service Delivery Organizations". Prior to his current position he was a co-founder (with Michael C. Long, MD) and director of the Program for the Management of Variability in Health Care Delivery at the Boston University (BU) Health Policy Institute and a Professor at the BU School of Management. Before joining Boston University Dr. Litvak was a faculty member at the Harvard Center for Risk Analysis. His research interests include operations management in health care delivery organizations, and operations research. Professor Litvak is an author of more than 60 publications in these areas. Since 1995 he has led the development and practical application of the innovative Variability Methodology (introduced by him and Dr. Long) for cost reduction and quality improvement in health care delivery systems. Application of this methodology has resulted in significant quality improvement and multimillion dollar improvements in the margins for every hospital that has applied Variability Methodology. Professor Litvak was a member of the Institute of Medicine Committee "The Future of Emergency Care in the United States Health System". He is a member of the "National Advisory Committee to the American Hospital Association for Improving Quality, Patient Safety and Performance" and also Principal Investigator in many hospital operations improvement projects. Dr. Litvak frequently presents as an invited lecturer at many national and international meetings. He also serves as a consultant on operations improvement to several major hospitals.

David O. Meltzer

Member

David O. Meltzer, M.D., Ph.D. is an associate professor in the Department of Medicine and an associated faculty member in the Harris School and the Department of Economics. Meltzer's research explores problems in health economics and public policy with a focus on the theoretical foundations of medical cost-effectiveness analysis and the determinants of the cost and quality of care, especially in teaching hospitals. Meltzer has performed several studies comparing the use of doctors who specialize in inpatient care ("hospitalists") with traditional physicians in academic medical centers and exploring the economic forces that have led to the growing use of hospitalists in the U.S.. His work in cost-effectiveness analysis has included the use of value of information analysis to inform research priorities and studies of the value of individualized care. Meltzer received his MD and PhD in economics from the University of Chicago and completed his residency in internal medicine at Brigham and Women's Hospital in Boston. He is chief of the section of Hospital Medicine, director of the Center for Health and the Social Sciences, and chair of the Committee on Clinical and Translational Science at the University of Chicago, where he also directs the M.D./Ph.D. program in the social sciences.. Meltzer is the recipient of numerous awards, including the National Institute of Health Medical Scientist Training Program Fellowship, the National Science Foundation Graduate Fellowship in Economics, the University of Chicago Searle Fellowship, the Lee Lusted Prize of the Society for Medical Decision Making, the Health Care Research Award of the National Institute for Health Care Management, the Eugene Garfield Award from Research America, and the Robert Wood Johnson Generalist Physician Award. Meltzer is a research associate of the National Bureau of Economic Research, elected member of the American Society for Clinical Investigation, and past president of the Society for Medical Decision Making. He has served on panels examining the future of Medicare for the National Academy of Social Insurance and the Department of Health and Human Services (DHHS) and U.S. organ allocation policy for the Institute of Medicine (IOM). He recently served on an IOM panel examining the effectiveness of the U.S. drug safety system and currently serves on The DHHS Secretary's Advisory Committee on Healthy People 2020, which aims to establish health objectives for the U.S. population.

Mary D. Naylor

Member

Mary D. Naylor, PhD, RN, FAAN, is the Marian S. Ware Professor in Gerontology and Director of the NewCourtland Center for Transitions and Health at the University of Pennsylvania School of Nursing. Since 1990, she has led a multidisciplinary program of research designed to improve health and quality of life outcomes, decrease unnecessary hospitalizations, and reduce health care costs among chronically ill older adults. Dr. Naylor also is the National Program Director for the Robert Wood Johnson Foundation program, Interdisciplinary Nursing Quality Research Initiative. She was elected to the National Academy of Sciences, Institute of Medicine in 2005. She also is a member of the RAND Health Advisory Board, the National Quality Forum Board of Directors and chairs the Board of the Long Term Quality Alliance. In 2010, Dr. Naylor was appointed to the Medicare Payment Advisory Commission.

Rita Redberg

Member

Rita F. Redberg, M.D., M.Sc, FACC has been professor of medicine and Director of Women's Cardiovascular Services in the division of cardiology at the University of California, San Francisco Medical Center since 1990. She is Chief Editor of the Archives of Internal Medicine and recently added the Less is More series to this journal to explore how more health care is not always better. Redberg earned her Bachelor of Arts degree from Cornell University and a Doctor of Medicine from University of Pennsylvania Medical School. She was awarded a Thouron Fellowship, which allowed her to complete a Masters of Science degree in health policy and administration from the London School of Economics in 1980. After completing her medical residency and cardiology fellowship at Columbia-Presbyterian Hospital, Redberg joined the faculty at Mount Sinai Medical Center in New York before moving to UCSF. She helped develop and was co-director of UCSF's National Center of Excellence in Women's Health, a designation awarded by the Office of Women's Health in 1997. She has been the director of a successful annual American College of Cardiology (ACC) Extramural Program on Heart Disease in Women since 1997, and she started a national committee on Women in Cardiology for the American Heart Association (AHA) in 1994. Redberg has had a long-standing passion for politics and health policy and was a Robert Wood Johnson Health Policy Fellow. She serves on the California Technology Assessment Forum, is a member of the FDA CV Device Expert Panel, American College of Cardiology Quality Committee, and chaired the AHA Communications Committee. She chaired the ACC/AHA Writing Committee on Performance Measures for Primary Prevention of Cardiovascular Disease. Redberg is also a champion of promoting physical activity and healthy eating and chairs the AHA's Scientific Advisory Board for the "Choose To Move" program. Her main research interests have been the evidence base for new medical technology and how it relates to FDA approval and CMS coverage. She lectures nationally in the areas of diagnostic testing and screening for coronary artery disease, technology assessment and preventive cardiology.

Paul C. Tang

Member

Paul C. Tang, M.D., M.S. is an internist and vice president, chief innovation and technology officer at the Palo Alto Medical Foundation (PAMF), and is consulting associate professor of medicine (biomedical informatics) at Stanford University. Dr. Tang is vice chair of the federal Health Information Technology Policy Committee and chair of its Meaningful Use Work Group. Established under the 2009 American Recovery and Reinvestment Act (ARRA), the group advises the U.S. Department of Health and Human Services on policies related to health information technology. An elected member of the Institute of Medicine (IOM), Dr. Tang chaired an IOM patient safety committee, which published reports in 2003/2004: Patient Safety: A New Standard for Care, and Key Capabilities of an Electronic Health Record System. He is also a member of the IOM Board on Health Care Services. Dr. Tang chairs the National Quality Forum's Health Information Technology Advisory Committee and is a member of the NQF Consensus Standards Approval Committee. Dr. Tang is a past chair of the board for the American Medical Informatics Association. He is a member of the National Committee on Vital and Health Statistics (NCVHS), and co-chair of the NCVHS Quality Subcommittee. Dr. Tang co-chairs the Measurement Implementation Strategy work group of the Quality Alliance Steering Committee and chairs the Robert Wood Johnson Foundations National Advisory Council for ProjectHealth Design. He has published numerous papers in medical informatics, especially related to EHRs, PHRs, and quality, and has delivered over 280 invited presentations to national and international organizations and associations. Dr. Tang is a Fellow of the American College of Medical Informatics, the American College of Physicians, the College of Healthcare Information Management Executives, and the Healthcare Information and Management Systems Society.