

## 2023-2024 Pre-Rulemaking Measure Review (PRMR) Committee Hospital Roster

Nominee	Organization	Roster Category
<b>Akinluwa Demehin</b>	American Hospital Association	Facility association
<b>Allison Luu</b>	Los Angeles County	Clinician
<b>Amy Minnich</b>	Geisinger	Purchaser/plan
<b>Anna Legreid Dopp</b>	American Society of Health-System Pharmacists	Clinician
<b>Ben McGaugh</b>	Mountain Pacific Quality Health	Patient, caregiver, patient advocate
<b>Benjamin Pollock</b>	Mayo Clinic	Health services researcher
<b>Coumba Dianka</b>	Self	Patient, caregiver, patient advocate
<b>David Baker</b>	The Joint Commission	Health services researcher
<b>David Basel</b>	Avera Health	Facility/institution; Rural health
<b>David Kroll</b>	Brigham and Women's Hospital; American Psychiatric Association	Clinician; Other interested party
<b>Edward Pollak</b>	Henry Ford Health	Clinician; Other interested party
<b>Elizabeth McKnight</b>	Intermountain Healthcare	Facility/institution
<b>Hal McCard</b>	Spencer Fane	Rural health
<b>Holly Varnell</b>	Dream Big Health, cognAlzant dx	Health equity; Other interested party
<b>Isis Zambrana</b>	Jackson Health System	Facility/institution; Health equity
<b>Ivory Harding</b>	National Kidney Foundation	Other interested party
<b>James Moore</b>	UCLA Health; American Society of Anesthesiologists	Clinician association; Facility/institution
<b>Jeffrey Buck</b>	Self	Health services researcher
<b>Jeffrey Silberzweig</b>	The Rogosin Institute	Clinician
<b>Jennifer Gasperini</b>	National Association of ACOs	Facility association
<b>John Bott</b>	Independent Consultant	Health services researcher

Nominee	Organization	Roster Category
<b>Julie Marcinek</b>	OhioHealth; American Academy of Family Physicians	Clinician association
<b>Kamyar Kalantar-Zadeh</b>	Harbor-UCLA Medical Center; National Forum of ESRD Networks	Clinician; Health equity
<b>Kathleen Rauch</b>	Health Care Association of New York State	Facility association
<b>Kathy Wilson</b>	ASC Quality Collaboration	Other interested party
<b>Kristine Thompson</b>	Mayo Clinic	Clinician
<b>Lara Musser</b>	NYC Health + Hospitals/Jacobi/North Central Bronx	Health equity
<b>Lisa McGiffert</b>	Self	Patient, caregiver, patient advocate
<b>Marc Gruner</b>	Aligned Orthopedic & Sports Therapy at OrthoBethesda; American Academy of Physical Medicine and Rehabilitation	Clinician association
<b>Marissa Carvalho</b>	Duke University Health System; American Physical Therapy Association	Clinician association
<b>Mark Parker</b>	MaineHealth	Clinician
<b>Martin Hatlie</b>	Self	Patient, caregiver, patient advocate
<b>Melissa Danforth</b>	The Leapfrog Group	Clinician association
<b>Michael Lane</b>	Parkland Health	Other interested party
<b>Michael Lynch</b>	UPMC Health Plan	Clinician; Other interested party
<b>Michelle Doll</b>	VCU Health System	Clinician; Health services researcher
<b>Nadja Kadom</b>	Emory University School of Medicine; American College of Radiology	Clinician association
<b>Nikolas Matthes</b>	IPRO	Health services researcher
<b>Nishant Anand</b>	Alatis	Clinician
<b>Phoebe Ramsey</b>	Association of American Medical Colleges	Clinician association

Nominee	Organization	Roster Category
<b>Rachel Brodie</b>	Purchaser Business Group on Health	Purchaser/plan
<b>Rosie Bartel</b>	Self	Patient, caregiver, patient advocate
<b>Sandi Hyde</b>	Lifepoint Health	Facility/institution; Rural health
<b>Shari Michl</b>	Filmore County Hospital	Patient, caregiver, patient advocate
<b>Subashnie Devkaran</b>	Mayo Clinic	Clinician
<b>Susan Runyan</b>	Runyan Health Care Quality Consulting	Rural health; Other interested party
<b>Tejal Gandhi</b>	Press Ganey	Health equity
<b>Thomas Frederickson</b>	CommonSpirit Health	Facility/institution; Rural health
<b>Tilithia McBride</b>	Federation of American Hospitals	Facility association
<b>Virgil Dickson</b>	America's Essential Hospitals	Facility association
<b>Virginia Irwin-Scott</b>	ChenMed	Facility/institution
<b>Wei Ying</b>	Blue Cross Blue Shield of Massachusetts	Purchaser/plan
<b>Wendy Fitts</b>	University of Pennsylvania Health System (Penn Medicine) - Lancaster General Health	Clinician
<b>Zahid Butt</b>	HIMSS	Other interested parties

## Hospital Committee Members

### Patients, families, caregivers, patient advocates

- **Ben McGaugh**
- **Coumba Dianka**
- **Lisa McGiffert**
- **Martin Hatlie, JD**
- **Rosie Bartel**
- **Shari Michl**

## Hospital Committee Members

### Clinicians, including physicians, nurses, pharmacists, physical therapists, etc.

#### **Allison Luu, MD, MS, CPPS**

*Patient Safety Officer, Los Angeles General Medical Center*

*Individual Representative*

Dr. Luu is the Patient Safety Officer at Los Angeles General Medical Center in Los Angeles, California. LA General Medical Center is a large, public, county-funded, academic, tertiary care, level one trauma and burn center that serves the most vulnerable patients of Los Angeles. Dr. Luu works alongside a quality improvement and performance improvement team, as well as a clinical documentation improvement team with the specific aim of improving publicly reported data and patient care. Dr. Luu prioritizes keeping safe and equitable patient care at the forefront of every decision. She is also a strong advocate for staff wellness.

#### **Anna Legreid Dopp, PharmD, CPHQ**

*Senior Director, American Society of Health-System Pharmacists (ASHP)*

*Organizational Representative, ASHP*

Dr. Dopp is the senior director of clinical guidelines and quality improvement at the ASHP. For over a decade, ASHP was actively engaged in the National Quality Forum's (NQF) Measure Applications Partnership (MAP). Specifically, the society served as organizational liaisons to the Hospital Workgroup and the Rural Health and Health Equity Advisory Groups. Dr. Dopp personally served on NQF's VA Same-Day Access to Primary Care Technical Expert Panel (TEP), MAP Pharmacy Quality Alliance: Measure Update Panel, Measure Validity Panel, and Measure Advisement Group, as well as the National Quality Partnership Action Team to Prevent Healthcare Workplace Violence.

#### **David Kroll, MD**

*Assistant Professor of Psychiatry Institution, Brigham and Women's Hospital*

*Organizational Representative, American Psychiatric Association (APA)*

Dr. Kroll currently serves as the chair of the APA's Committee for Quality and Performance Measurement and represents the APA in the Core Measures Quality Collaborative. Dr. Kroll also serves on the Medicaid and CHIP Core Set Review and provides ad hoc consultation to the Centers for Medicare & Medicaid Services (CMS) and NQF. Dr. Kroll has unique expertise in improving quality, safety, and quality measurement in hospitals, with specialized experience achieving these goals within inpatient psychiatric facilities. Dr. Kroll also brings "other interested party" perspective to the committee.

## Hospital Committee Members

### Clinicians, including physicians, nurses, pharmacists, physical therapists, etc.

#### **Edward Pollak, MD, FASA, CPPS**

*Chief Quality Officer, Associate Chief Medical Officer, Henry Ford Health  
Individual Representative*

Dr. Pollak is a Chief Quality Officer for Henry Ford Health and has served in multiple roles, always seeking to improve quality and safety. While Patient Safety Officer for The Joint Commission, Dr. Pollak worked to ensure reliability and validity of survey processes and standards. Dr. Pollak is a practicing anesthesiologist who works clinically at Henry Ford. Dr. Pollak previously worked in the Intensive Care Unit in New York during April 2020 as a volunteer critical care physician through Serv-NY. Dr. Pollak served on the NQF Patient Safety Standing Committee. Dr. Polk also brings “other interested party” perspective to the committee.

#### **Jeffrey Silberzweig, MD, FACP, FASN**

*Director of Nephrology, Chief Medical Officer, Physician, Surgeon, The Rogosin Institute  
Individual Representative*

Dr. Silberzweig has practiced as a nephrologist since 1995 and has served as Chief Medical Officer of The Rogosin Institute, a small non-profit dialysis provider since 2016. Dr. Silberzweig oversees all aspects of clinical and quality management in The Rogosin Institute’s dialysis programs care for some 1,500 patients across ten dialysis centers in New York City. Dr. Silberzweig has served on the Renal Standing Committee of NQF for two years and brings experience in evaluation and endorsement of quality measures as well as the impact of quality measures on dialysis facilities, providers, and patients. Dr. Silberzweig has experience evaluating and understanding the potential unintended consequences of quality measures.

#### **Kamyar Kalantar-Zadeh, MD, MPH, PhD**

*Chief, Division of Nephrology & Hypertension, Harbor-UCLA Medical Center  
Organizational Representative, National Forum of ESRD Networks*

Dr. Kalantar-Zadeh is the Chief of the Division of Nephrology & Hypertension within the Harbor-UCLA Medical Center and the President of the National Forum of ESRD Networks, the congressionally mandated organization to monitor quality and safety of End-Stage Renal Disease (ESRD) programs in the nation. He also brings health equity expertise to the committee.

## Hospital Committee Members

### Clinicians, including physicians, nurses, pharmacists, physical therapists, etc.

#### **Kristine Thompson, MD**

*Emergency Medicine Physician, Mayo Clinic*

*Individual Representative*

Dr. Thompson is a board-certified Emergency Medicine physician at Mayo Clinic's Florida campus. In addition to direct patient care duties, Dr. Thompson is an enterprise leader in quality improvement, practice convergence, and Electronic Health Records (EHR) optimization. Dr. Thompson is the current Chair of the Mayo Clinic Quality EHR subcommittee, a subcommittee charged with optimizing the EHR to meet quality and regulatory standards. Additionally, Dr. Thompson leads the Emergency Medicine Specialty Council EHR subcommittee, working collaboratively with the 20 Mayo Clinic Emergency Departments (EDs) across the country to ensure convergence in functionality and practice. Dr. Thompson previously served as the Performance Improvement Officer for Mayo Clinic Florida for ten years and was responsible for the organization's performance on CMS measures and other regulatory requirements.

#### **Mark Parker, MD**

*Nephrologist, Vice President, Quality and Safety, MaineHealth*

*Individual Representative*

Dr. Parker is a nephrologist and a quality and safety executive at MaineHealth. Dr. Parker has worked for nearly 25 years at Maine Medical Center and served as its Vice President of Quality and Safety since 2017. More recently Dr. Parker became the Associate Chief Quality Officer for the MaineHealth system, for which Maine Medical Center is the flagship tertiary care academic hospital. Among other areas, Dr. Parker has oversight for quality reporting and performance improvement functions. Dr. Parker has led and facilitated numerous performance improvement projects and guided improvements in hospital quality ratings.

## Hospital Committee Members

### Clinicians, including physicians, nurses, pharmacists, physical therapists, etc.

#### **Michael Lynch, MD**

*Physician, Clinical Lead, UPMC Health Plan*

*Organizational Representative, UPMC Health Plan*

Dr. Lynch is a hospital-based physician practicing clinically in the Emergency Department, running an inpatient toxicology service, and developing telemedicine services for both hospital-based and direct to patient care. Dr. Lynch has broad experience navigating hospital care from admission to discharge and has particularly focused on optimizing transitions of care from the hospital to community-based treatment. Dr. Lynch has led the implementation of programs including an addiction consult service, naloxone distribution, buprenorphine induction and prescribing, warm handoff, and fentanyl test strip distribution pathways throughout UPMC's health system through multidisciplinary collaboration. Dr. Lynch served as the clinical lead for the system response to a Commonwealth of Pennsylvania Hospital Quality Incentive Program (HQIP) that provides hospital incentive payments based upon performance in connecting ED patients with opioid use disorder to follow up care. Dr. Lynch also brings "other interested party" perspective to the committee.

#### **Michelle Doll, MD, MPH**

*Associate Professor, Health System Epidemiologist, VCU Health System*

*Individual Representative*

Dr. Doll serves as Health System Epidemiologist for the VCU Health System, an Infectious Disease practicing clinician, and the Medical Director of an Infection Prevention Training Center for the State of Virginia. Dr. Doll is an active member of the Society for Healthcare Epidemiology (SHEA) and has served on SHEA's Public Policy and Government Action Committee. Dr. Doll currently serves on SHEA's Education Committee. As the Health System Epidemiologist, Dr. Doll oversees VCU Health System's reporting of hospital acquired infections and antimicrobial use data to Centers for Disease Control and Prevention's (CDC) National Healthcare Safety Network. As an Infectious Disease Clinician and Hospital Epidemiologist, Dr. Doll understands how important the design of quality measures is in that they are crucial to ongoing improvement in healthcare, and if not well designed and validated, they can have unintended consequences that have potential to harm patients. Dr. Doll also brings a researcher perspective to the committee.



## Hospital Committee Members

### Clinicians, including physicians, nurses, pharmacists, physical therapists, etc.

#### **Nishant Anand, MD, FACEP**

*President, CEO, Altais*

*Individual Representative*

As Chief Executive Officer of a leading provider and care delivery organization, Dr. Anand is driven to enable high quality and equitable health and wellness outcomes through true transformation. Dr. Anand has experience in many aspects of the health care industry, including inpatient services, outpatient services, medical group operations, population health, health plan operations, and strategic mergers and acquisitions. On the national level Dr. Anand served on the regional policy board for the American Hospital Association, on the NQF MAP Coordinating Committee and has testified in front of the 115<sup>th</sup> Congress Subcommittee on Health on the topic of Stark reform and value-based care.

#### **Subashnie Devkaran, PhD, MScHM, BScPT, CPHQ**

*Chair, Quality and Value, Mayo Clinic*

*Individual Representative*

Dr. Devkaran is an international leader in quality, accreditation, and patient experience and currently serves as the Chair of Quality and Value at Mayo Clinic. Dr. Devkaran provides leadership oversight for the Mayo Clinic Robert D. and Patricia E. Kern Center for the Science of Health Care Delivery. Dr. Devkaran has served on various regulatory committees and leadership societies in the Middle East and internationally including President of the American College of Healthcare Executives, Middle East North Africa. In addition to her full-time role at Mayo Clinic, Dr. Devkaran is also an International Consultant for healthcare quality. Dr. Devkaran frequently speaks at international conferences and has published research papers on healthcare quality, patient safety, and high reliability.

#### **Wendy Fitts, MHA, BSN, RN CPHQ**

*Director, Quality, University of Pennsylvania Health System (Penn Medicine) - Lancaster General Health*

*Individual Representative*

Ms. Fitts holds over 17 years of experience in leading health care quality and quality improvement initiatives as the Performance Improvement manager, Director, Performance Improvement, and Director of Quality. Ms. Fitts has 24 years of experience as a clinician in nursing and leadership in the Emergency Department. She currently leads a quality team in developing, executing, monitoring, and improvement activities to promote quality clinical care and patient safety across a health system. Ms. Fitts also holds experience educating leaders on value-based purchasing.

## Hospital Committee Members

### Facility association

#### **Akinluwa Demehin, MPH**

*Senior Director, Quality and Patient Safety Policy, American Hospital Association (AHA)  
Organization Representative, AHA*

Mr. Demehin has over 18 years of experience in hospital and health system public policy, quality, and hospital administration. He has proven success in developing and leading programs and people in operationally and politically complex organizations. Mr. Demehin also has sophisticated expertise in regulatory policy, quality measurement, pay-for-performance, and quality improvement. He represents the AHA, one of the most steadfast participants in the pre-rulemaking process since its inception. From 2011 through 2020, the AHA was an organizational member of the previous consensus-based entity MAP Hospital Work Group and the MAP Coordinating Committee.

#### **Jennifer Gasperini, MPS**

*Director, Regulatory & Quality Affairs, National Association of ACOs (NAACOS)  
Organizational Representative, NAACOS*

Ms. Gasperini is a health policy professional with 15 years of experience in federal and state policy, focusing on health care transformation and the move to value-based care. She is an advocate on behalf of Accountable Care Organizations (ACOs) at the federal level including regulatory lobbying of CMS agency officials and working with other health care stakeholders to improve the policy landscape for ACOs to ensure the success of the Medicare Shared Savings Program (MSSP) and other ACO initiatives and models. NAACOS is an ACO member-led and member-owned nonprofit organization that works on behalf of ACOs across the nation to improve the quality of care, population health and outcomes, and health care cost efficiency. NAACOS has a long history of engagement with the previous MAP process as their representative served as the chair of the Clinician Work Group.

## Hospital Committee Members

### Facility association

#### **Kathleen Rauch, RN, MSHQS, BSN, CPHQ**

*Vice President, Health Care Association of New York State*

*Individual Representative*

Ms. Rauch holds over 15 years of experience in health care quality improvement and patient safety. Ms. Rauch is the Vice President of Quality Advocacy, Research and Innovation and Continuum of Care at the Health Care Association of New York State. She works directly with providers and health care systems to improve outcomes and to ensure that measures are meaningful, aligned, and have a direct and positive impact in improving outcomes at the Federal and State level. As a quality team member at Press Ganey, Ms. Rauch has experience with patient-reported outcomes. She has also served as a lead on electronic clinical quality measures and worked directly with the National Database of Nursing Quality Indicators (NDNQI) team, which furthered her understanding of measurement design, collection, submission, and use.

#### **Tilithia McBride, DEMS**

*Vice President, Quality, Federation of American Hospitals (FAH)*

*Organizational Representative, FAH*

Ms. McBride is the Vice President of Quality for the FAH. She brings a wealth of expertise and experience with a background in quality measure development at the health plan, physician, and facility levels. Her extensive experience in translating science into evidence-based tools for healthcare standards, such as clinical data standards and performance measures, demonstrates her ability to provide valuable insights in assessing hospital quality. Ms. McBride is proficient in managing all levels of organizational authority and motivating teams to execute business goals. She has a track record of providing innovative solutions to policy challenges and has experience in forging strategic partnerships with government agencies and quality organizations. Ms. McBride represents the FAH.

#### **Virgil Dickson, MSHA**

*Senior Policy Analyst, America's Essential Hospitals (AEH)*

*Organizational Representative, AEH*

Mr. Dickson serves as a content expert on Medicaid, Medicare, and patient safety and quality policy issues. Mr. Dickson crafts and advances policy positions to support legislative and regulatory advocacy. Mr. Dickson previously developed evidence-based policies and procedures for twenty-five state Medicaid programs. He represents AEH. AEH provides valuable input on quality measurement and improvement in hospital settings from the perspective of essential hospitals serving vulnerable communities.

## Hospital Committee Members

### Clinician association

#### **James Moore, MD**

*Clinical Professor, Physician Informaticist, UCLA Health*

*Organizational Representative, American Society of Anesthesiologists (ASA)*

Dr. Moore is a board-certified physician informaticist with clinical expertise in orthopedic anesthesia at UCLA Health. His knowledge and experience span all aspects of quality in perioperative medicine, including collaborations he led with large numbers of surgical, medical, and nursing services on hospital-wide initiatives using data and clinical registries to drive improvement in patient outcomes.

Dr. Moore is an active member of the ASA Committee on Performance and Outcomes Measurement. He has also served as chair of this committee in years past. In his role as Chair, he led multiple quality measure initiatives, which led to the development of several anesthesiology quality measures in the CMS Merit-based Incentive Payment System still in use today. Dr. Moore also brings facility perspective to the committee.

#### **Julie Marcinek, DO, FAAFP**

*Associate Medical Director of Population Health, OhioHealth*

*Organizational Representative, American Academy of Family Physicians*

Dr. Marcinek is an Associate Medical Director for Population Health. Dr. Marcinek recently held the role as an Assistant Director of Quality for a tertiary care hospital. During Dr. Marcinek's fellowship with the Robert Graham Center and the Health Resources and Services Administration, she experienced the process of creating and regulating quality measurement. Dr. Marcinek has experience developing and submitting metrics for consensus-based endorsement and maintaining the Uniform Data System for the Bureau of Primary Healthcare. Dr. Marcinek represents the American Academy of Family Physicians.

## Hospital Committee Members

### Clinician association

#### **Marc Gruner, DO, MBA, RMSK**

*Sports Medicine Physician, Aligned Orthopedic & Sports Therapy at OrthoBethesda  
Organizational Representative, American Academy of Physical Medicine and Rehabilitation (AAPM&R)*

Dr. Gruner brings valuable perspectives and expertise regarding quality measures supporting orthopedics, musculoskeletal care, rehabilitation care, and post-acute care in the important work of evaluating and recommending performance measures. Dr. Gruner holds a wealth of experience as a clinician, who also briefly worked to help develop measures for MIPS Value Pathways (MPVs). Dr. Gruner's experience as a quality administrator and health policy expert helped him understand the perspectives of physicians and provider organizations and appreciate the policy context of contemporary performance measures. Dr. Gruner represents the AAPM&R.

#### **Marissa Carvalho, PT, DPT, MSQM**

*Assistant Manager, Data Strategy & Analytics, Duke University Health System  
Organizational Representative, American Physical Therapy Association (APTA)*

Dr. Carvalho is a Doctor of Physical Therapy with over 11 years of clinical experience. Dr. Carvalho has extensive experience selecting, implementing, and analyzing measures across outpatient rehabilitation services of a large academic medical center. This experience includes the establishment of a data and technology infrastructure to support patient outcome data collection, reporting, and visualization to analyze and communicate the value of care provided. Dr. Carvalho holds experience leading the implementation of evidence-based practice in a clinical setting. Dr. Carvalho represents the APTA.

#### **Nadja Kadom, MD**

*Professor, Emory University School of Medicine  
Organizational Representative, American College of Radiology (ACR)*

Dr. Kadom is a Professor of Radiology at Emory University School of Medicine, Director of Radiology Quality at Children's Healthcare of Atlanta, and Interim Director of Radiology Quality at Emory Healthcare. Nationally, Dr. Kadom serves as the Metrics Committee Chair for ACR and as the Chair of the American Roentgen Ray Society (ARRS) Professional and Performance Improvement Committee, both strongly influential in implementing quality measures for improving radiology practice. Dr. Kadom is involved in developing accountability measures as the ACR's Metrics Committee Chair. For Emory Healthcare, Dr. Kadom serves on diversity, equity, and inclusion committees and strives to apply this essential lens in the measure development and selection process. Dr. Kadom represents the ACR.

## Hospital Committee Members

### Clinician association

**Phoebe Ramsey, JD**

*Manager, Regulatory Payment Policy and Quality, Association of American Medical Colleges (AAMC)*

*Organizational Representative, AAMC*

Ms. Ramsey serves as an AAMC subject matter expert on regulatory matters relating to health care payment policy, health care quality measurement and payment policy, health equity, federal health information technology (IT) issues, and health privacy. Ms. Ramsey formerly served as a subject matter expert on the Core Quality Measures Collaboration’s (CQMC) Health Equity Workgroup (2022-23) to create the foundation for the CQMC approach to promoting health equity through quality measurement. AAMC member teaching hospitals, medical schools, and faculty physicians deliver approximately one-fifth of U.S. health care, train most physicians and many other health professionals, provide half of continuing medical education, and carry out the majority of federally funded medical and health services research.

## Hospital Committee Members

### Facilities/institutions including accountable care organizations, hospitals or hospital systems, and post-acute/long-term care facilities

#### **David Basel, MD**

*Vice President, Clinical Quality and Population Health Officer, Avera Health  
Individual Representative*

Dr. Basel is the Vice President of Clinical Quality and Population Health Officer for Avera Health, a vertically integrated health system comprised of 37 hospitals and over 330 locations in rural South Dakota, Iowa, Minnesota, Nebraska, and North Dakota. Avera Health is the 22nd-largest hospital system in the United States, according to Beckers Hospital Review and provides care to an overwhelmingly rural population base of over 1 million residents. Dr. Basel is an expert on rural health, quality program implementation, and health information technology. Characteristic of rural healthcare, his clinical quality experience includes Federally Qualified Health Centers and quality leadership for inpatient acute care hospitals including a tertiary care center and Critical Access Hospitals. Notably, Dr. Basel is board certified in Internal Medicine, Pediatrics, and Clinical Informatics. Dr. Basel also brings rural health perspective to the committee.

#### **Elizabeth McKnight, MS, MA**

*System Director, Intermountain Healthcare  
Organizational Representative, Intermountain Healthcare*

As system director at Intermountain Healthcare, Ms. McKnight serves in external reporting and in the Office of Patient Experience. Ms. McKnight currently serves on the Utah Association of Healthcare Quality's Leapfrog Hospital Advisory Committee and the Utah Department of Health's Transparency Advisory Group. She previously served NQF's MAP Hospital Workgroup as an alternate and AHA's Ad Hoc Advisory Committee on National Quality Summit. Ms. McKnight offers considerable understanding of the current limitations of the Inpatient, Outpatient, and Ambulatory Surgical Center Quality Reporting that face Health system implementation. Intermountain Health supports intentional inclusion of the voice of the community in codesigning the next generation of quality, safety and experience metrics and welcomes the opportunity to involve patients, Patient Family Advisory Councils, and caregivers in this journey.

## Hospital Committee Members

### Facilities/institutions including accountable care organizations, hospitals or hospital systems, and post-acute/long-term care facilities

#### **Isis Zambrana, BSN, MBA, CPHQ**

*Chief Quality and Health Equity Officer, Jackson Health System*

*Organizational Representative, Jackson Health System*

Ms. Zambrana is a Chief Quality and Health Equity Officer and has oversight over the collection, analysis, and ongoing monitoring of a multitude of quality and efficiency measures that are mandatory for public reporting. She also has oversight over others who assist in improving care delivery processes within her health system's hospitals. Ms. Zambrana provides a unique perspective on the value and relevance related to existing measures as well as assists in the future identification and development of measures that will provide value to CMS programs and improve care to target patient populations. Ms. Zambrana also brings a health equity perspective to the committee.

#### **Sandi Hyde, MS**

*Assistant Vice President of Quality Data and Regulatory Reporting, Lifepoint Health*

*Organizational Representative, Lifepoint Health*

As Assistant Vice President of Quality Data and Regulatory Reporting, Ms. Hyde is familiar with the challenges facing small and rural hospitals with data collection and reporting. Ms. Hyde serves to create quality improvement measure strategies that are meaningful across a broad range of hospital volumes for Lifepoint Health. She serves as a quality and rural health committee member for the Federation of American Hospitals, and previously served on NQF's MAP Rural Health committee in the Measures Under Consideration review process. She represents Lifepoint Health, a multi-hospital, ambulatory, and post-acute services health system with locations in more than 20 states. Sixty-five percent of Lifepoint Health's acute care hospitals (including critical access) are in small, rural, or medically underserved communities. She also brings rural health perspective to the committee.



## Hospital Committee Members

### Facilities/institutions including accountable care organizations, hospitals or hospital systems, and post-acute/long-term care facilities

#### **Thomas Frederickson, MD, SFHM, FACP, MBA**

*System Vice President of Society of Hospital Medicine, CommonSpirit Health  
 Organizational Representative, CommonSpirit Health*

Dr. Frederickson is a practicing hospitalist, physician leader, and healthcare system executive. As the System Vice President of Hospital Medicine at CommonSpirit Health, Dr. Frederickson is responsible for evaluating hospital medicine programs in one hundred and forty hospitals that align their metrics with CMS measures. Dr. Frederickson served for several years as a hospital Chief Medical Officer in a large academic medical center. Dr. Frederickson offers valuable insight into the burden of metric collection and reporting, as well as the ways in which CMS metrics drive clinical decision-making and resource allocation at both the bedside and organizational levels. Dr. Frederickson has led numerous quality improvement initiatives driven by CMS measures and is responsible for devising tactics to enhance performance, gathering clinical evidence, and educating providers on these measures. Dr. Frederickson also brings a rural health perspective to the committee.

#### **Virginia Irwin-Scott, DO, MBA, CPE, FASN, FACOI**

*Nephrologist, National Director of Kidney Care, ChenMed  
 Individual Representative*

For over 20 years Dr. Irwin-Scott provided direct patient care as a nephrologist. Dr. Irwin-Scott created a nontraditional outpatient-only renal practice. This allowed Dr. Irwin-Scott to see the benefit of coordinated chronic kidney disease care to optimize outcomes. Dr. Irwin-Scott was the Medical Director for two Fresenius Dialysis clinics. Dr. Irwin-Scott has been an active participant in various organizations including but not limited to the American College of Osteopathic Internists serving on their Government Affairs Committee as well as the Renal Physicians Association serving as Vice-Chair of their Quality and Accountability Committee.

## Hospital Committee Members

### Purchasers and plans (state, federal, and/or private)

#### **Amy Minnich, RN, BSN, MHSA**

*Associate Vice President, Geisinger  
Individual Representative*

As a quality leader within her home organization, Geisinger, Ms. Minnich sees the value of aligning quality measures across multiple quality reporting and pay for performance programs. Ms. Minnich has organizational responsibility to lead reputational quality program work, to see the impact from EHR data collection, manual abstraction, and claims data collection. Further, Ms. Minnich provides valuable experience as she held roles on both the health system and health plan sides of business. Ms. Minnich served on the National Quality Forum’s Population Health Committee, their Forum Leadership Consortium and their Innovation Alignment Initiative. Ms. Minnich also served on the CMS Technical Advisory Panel for the Five Star Program in 2019.

#### **Melissa Danforth, BA**

*Vice President, Health Care Ratings, The Leapfrog Group  
Organizational Representative, The Leapfrog Group*

Ms. Danforth is Vice President of Health Care Ratings at The Leapfrog Group. Ms. Danforth holds extensive experience with the measure endorsement process and criteria through years of voluntary service at the NQF Patient Safety Standing Committee and Consensus Standards Approval Committee, as well as through The Leapfrog Group’s extensive involvement with the former MAP. She actively recruits and onboards purchasers, employers, and patients who participate on standing committees. As Vice President of Hospital Rating at The Leapfrog Group, Ms. Danforth implemented numerous endorsed measures via national hospital and ambulatory surgery center surveys.

## Hospital Committee Members

### Purchasers and plans (state, federal, and/or private)

#### **Rachel Brodie, BA**

*Senior Director of Measurement and Accountability, Purchaser Business Group on Health Organizational Representative, Purchaser Business Group on Health*

Ms. Brodie works with prominent purchaser, payer, provider, and consumer stakeholder organizations to advance the quality of health care and put performance information to use for payment and decision-making. She provides strategic leadership to manage and lead the methodological work for several statewide measurement and reporting collaboratives on health plan, physician group, and physician level performance. She has a long track record of representing purchasers on various NQF, CQMC and Agency for Healthcare Research and Quality committees and Technical Expert Panels. With her proven understanding of the technical aspects of performance measurement, experience implementing quality measures in quality payment programs, practical experience with provider implementation of measures (particularly patient-reported outcome measures), ability to work with multi-stakeholder groups in larger policy discussions regarding measure selection and reporting, and ability to represent purchaser perspectives, Ms. Brodie is well prepared to assume a role on the PQM committees. Ms. Brodie received a bachelor's degree from Princeton University.

#### **Wei Ying, MBA, MS**

*Senior Director, Performance Measurement and Population Health Analytics, Blue Cross Blue Shield of MA (BCBSMA)*

*Organizational Representative, BCBSMA*

Ms. Ying oversees the implementation of comparative effectiveness analysis for population health management, medication adherence, clinical treatment practice variation and efficiency. She works with state regulatory agencies and national associations to achieve the goal of measure set standardization, while promoting new measure development and adoption. She also leads a team to establish methodology framework for equity measurement and to design and develop healthcare equity reports that examines the level of inequity in all aspects of patient care, including quality of care, healthcare utilization and population health assessment. She has experience in leading the design, testing, and implementation of pay-for-equity programs in provider value-based contracts and establishing race/ethnicity data provenance and metadata structure for corporate-wide data standardization.

## Hospital Committee Members

### Rural health experts

#### **Hal McCard, JD**

*Healthcare Legal Executive, Spencer Fane  
 Individual Representative*

Mr. McCard has been a health care attorney specializing in rural health delivery and addiction medicine issues for over 30 years. He has served as General Counsel of a publicly traded hospital and healthcare company operating in the rural space and General Counsel of a privately held SUD company with a nationwide footprint and extensive rural operations. Rural health issues, especially patient access and resources, reimbursement, and the challenges they provide have always been of vital interest to Mr. McCard.

#### **Susan Runyan, MHL, MICT**

*Chief Executive Officer, Runyan Health Care Quality Consulting  
 Individual Representative*

Ms. Runyan is a rural health expert, hospital risk and quality improvement authority, patient experience advocate, and efficiency specialist. Ms. Runyan is a paramedic by training and has worked in the field as well as the Neonatal Intensive Care Unit, metropolitan, and rural emergency departments. She led a team of abstractors for the CMS Hospital Core Measures and abstracted measures herself with the introduction of outpatient quality measures. Ms. Runyan has worked as a risk and quality director in a rural Prospective Payment System hospital for 14 years. Ms. Runyan’s mother and husband are cancer survivors, and she is well versed in the needs of the patient and families in the most difficult of times. Ms. Runyan also brings “other interested party” perspective to the committee.

## Hospital Committee Members

### Health equity experts

#### **Holly Varnell, BS**

*CEO, Co-founder, President, Dream Big Health, cognAlzant dx  
 Individual Representative*

Ms. Varnell holds over a decade of experience in the healthcare sector and offers expertise in the development and implementation of clinical quality measures, along with the formulation of technical specifications in EHRs for electronic Clinical Quality Measures and Clinical Decision Support tools. Ms. Varnell has served in more than 18 specialties and provides a broad understanding of healthcare processes, patient needs, and administrative challenges. Moreover, recent work in developing Artificial Intelligence and Machine Learning digital diagnostics in behavioral, neurological, oncologic, and maternal health has provided Ms. Varnell insights into the cutting-edge technologies that can revolutionize patient care and improve health outcomes. Ms. Varnell previously served significant health equity and population health initiatives like Project Agent Orange and the Dream Big Driving Equity for All Moms & Babies by Improving Gaps project. Ms. Varnell also brings “other interested party” perspective to the committee.

#### **Lara Musser, DO**

*Deputy Chief Quality Officer, Emergency Medicine physician, NYC Health + Hospitals/Jacobi/North Central Bronx  
 Individual Representative*

Dr. Musser is Deputy Chief Quality Officer of NYC Health + Hospitals/Jacobi/North Central Bronx and an Emergency Medicine physician. Dr. Musser is an advocate for equitable care in the Bronx, New York, and beyond. Through her leadership efforts, municipal hospitals have increased their CMS STAR ratings and transformed quality and safety practices. Dr. Musser has catalyzed the design and adoption of several data dashboards across the continuum of care, ensuring data integrity and utility at each step. She has a keen understanding of all the various reporting programs.

## Hospital Committee Members

### Health equity experts

#### **Tejal Gandhi, MD, MPH**

*Chief Safety and Transformation Officer, Senior Lecturer, Researcher, Press Ganey  
Organizational Representative, Press Ganey*

Dr. Gandhi's current role as Chief Safety and Transformation Officer includes advancing the Zero Harm movement and leading the Press Ganey Equity Partnership, prioritizing patient, workforce safety, and healthcare equity. Dr. Gandhi's dedication to these issues has been recognized by the John M. Eisenberg Patient Safety and Quality Award, and Modern Healthcare magazine named her one of the "100 Most Influential People in Healthcare." Prior to joining Press Ganey, Dr. Gandhi held leadership roles at the Institute for Healthcare Improvement as Chief Clinical and Safety Officer and the National Patient Safety Foundation as President and Chief Executive Officer. An internist by training, Dr. Gandhi has held key positions focusing on quality and safety at Brigham and Women's Hospital and Partners Healthcare and is a leading patient safety researcher with numerous publications.

## Hospital Committee Members

### Researchers in health services, alternative payment models, population health

#### **Benjamin Pollock, MS, PhD, MSPH**

*Scientific Director, Assistant Professor, Mayo Clinic*

*Individual Representative*

Dr. Pollock serves as the Robert D. and Patricia E. Kern Endowed Scientific Director of Mayo Clinic's Science of Quality Measurement program. Internally, Dr. Pollock's role is to advance the measurement of inpatient hospital quality outcomes, value, and equity across Mayo Clinic through the development of near-real-time, risk-adjusted hospital quality measurement approaches based on the electronic health record. Nationally, Dr. Pollock's research interests combine health services research and hospital quality, with a recent focus on the effects of the COVID-19 pandemic on hospital quality outcomes and hospital ranking/rating methodologies. Dr. Pollock has served on the Hospital IMPACT Work Group Committee as an expert panelist to review and evaluate proposed approaches for constructing a Hospital Disparity Index for CMS. Dr. Pollock holds expertise as a methodologist, particularly among inpatient hospital outcomes.

#### **David Baker, MD, MPH, FACP**

*Executive Vice President, The Joint Commission*

*Individual Representative*

Dr. Baker is the Executive Vice President for Healthcare Quality Evaluation and Improvement at The Joint Commission. In this role, Dr. Baker is responsible for the development of standards and performance measures for The Joint Commission's Accreditation and Certification programs, which cover over 20,000 health care organizations. Dr. Baker is also responsible for accreditation and certification on-site survey methods, public reporting of performance measures, recognition programs and awards, The Joint Commission's Department of Research, and the Office of Quality and Patient Safety. Dr. Baker, an internationally recognized researcher, has conducted important studies examining racial and ethnic disparities, the impact of language barriers on health care, and differences in health outcomes for the uninsured. Dr. Baker is a former member of the Coordinating Committee for the MAP.

## Hospital Committee Members

### Researchers in health services, alternative payment models, population health

#### **Jeffrey Buck, PhD**

*Independent Health Policy Analyst, Self  
Individual Representative*

From 2012 to 2020, Dr. Buck was the Senior Advisor for Behavioral Health in the Center for Clinical Standards and Quality in CMS. During that time, Dr. Buck served as the program lead for Medicare's Inpatient Psychiatric Quality Reporting Program. Administration of this program included oversight of measure development, review, endorsement, and maintenance; drafting of program regulations; and measure reporting by providers. Dr. Buck also directed a contract that provided support for all the Center's quality measurement programs, as well as chairing a cross-agency workgroup addressing behavioral health issues in CMS. Since leaving federal service, Dr. Buck continues to write about issues concerning quality measurement and behavioral health and has contributed to the development of the behavioral health plan for the local behavioral health authority.

#### **John Bott, MBA, MS**

*Independent Consultant  
Individual Representative*

Mr. Bott holds over 20 years of experience in health care provider performance measurement. Mr. Bott's experience encompasses perspectives from measure developer/stewards, purchasers, and consumers as he has direct experience with performance measures with the Agency for Healthcare Research and Quality (steward/developer), State of Wisconsin Department of Employee Trust Funds (purchaser), and Consumer Reports (consumer). Mr. Bott previously served CMS Hospital Compare Star Ratings TEP, CMS Patient Safety Measure Development and Maintenance TEP, NQF's MAP Coordinating Committee, NQF's Consensus Standards Approval Committee, and NQF's Scientific Methods Panel.



## Hospital Committee Members

### Researchers in health services, alternative payment models, population health

**Nikolas Matthes, MD, PhD, MPH, MSc**

*Assistant Vice President, IPRO*

*Individual Representative*

Dr. Matthes has 25 years of experience in health care performance measurement for hospitals including measure development and implementation across a wide range of measure types in the context of public reporting, accreditation, and federal and state payment and accountability programs. He is an Assistant VP at IPRO, the nation's largest CMS Quality Innovation Network-Quality Improvement Organization (QIN-QIO) and leads IPRO's Center for Performance Measurement and the New York State Sepsis Improvement Initiative including its transition to electronic quality measures for over a hundred and ninety hospitals in the state. Dr. Matthes serves on the Addressing Social Needs eCQM TEP with CMS/Yale CORE and has served on the NQF CQMC Health Equity Workgroup and NQF MAP Hospital Workgroup representing Press Ganey's institutional membership, as well as a TEP for Eligible Provider eCQMs coordinated by Mathematica Policy Research.

## Hospital Committee Members

### Other interested parties

#### **Ivory Harding, DrPH-ABD, MS**

*Director, Quality and Regulatory Affairs, National Kidney Foundation  
Organizational Representative, National Kidney Foundation (NKF)*

Dr. Harding serves as the Director of Quality and Regulatory Affairs in the department of Government Relations at the NKF. In this capacity, Dr. Harding advances regulatory initiatives focused on ESRD and provides expertise to drive strategies in the evolution of NKF's healthcare quality agenda, including measure development and maintenance. As a member of the MAP team at NKF, Dr. Harding executed projects related to national priority setting in healthcare quality measurement, including multistakeholder consensus development and measure maintenance. As a research development specialist at PRISMA Health, Dr. Harding directed clinical studies and state-wide grants on behalf of the Department of OB/GYN and Women's Health Services system-wide.

#### **Kathy Wilson, RN, MHA**

*Executive Director, ASC Quality Collaboration  
Organizational Representative, ASC Quality Collaboration*

Ms. Wilson has served in several roles guiding patient safety, quality improvement, and risk management work in ambulatory surgery centers. After joining the Ambulatory Surgery Center (ASC) industry as an Administrator, Ms. Wilson established quality programs for over 200 ASCs. During that time, she was a member of the ASC Quality Collaboration, which developed several ASC quality measures adopted for the ASC Quality Reporting Program. Following retirement, Ms. Wilson assumed the role of Executive Director of the ASC Quality Collaboration.

#### **Michael Lane, MD, MBA, MPHS, MSc**

*Chief Quality and Safety Officer, Professor of Medicine, Parkland Health  
Individual Representative*

Dr. Lane serves as the Chief Quality and Safety Officer at Parkland Health, a public hospital serving the residents of Dallas County, Texas. Parkland is anchored by an 882-bed acute care hospital that has approximately 70,000 discharges, 12,000 deliveries, and 220,000 emergency department visits each year. Dr. Lane is responsible for safety and quality measurement and guiding quality improvement initiatives at Parkland Health. Prior to joining Parkland Health in 2021, Dr. Lane was responsible for overseeing safety and quality for BJC HealthCare's 15 health service organizations. Dr. Lane previously served on two standing committees evaluating quality measures for NKF including the Infectious Diseases Standing Committee and the Primary Care and Chronic Illness Committee.

## Hospital Committee Members

### Other interested parties

**Zahid Butt, MD, FACG**

*CEO, Founder, Healthcare Information and Management Systems Society (HIMSS)*

*Individual Representative*

Dr. Butt dedicated most of his professional life to measurable quality and safety improvement in both the hospital and ambulatory care settings. Dr. Butt is the founder and CEO of Medisolv, a company dedicated to the implementation of quality and safety measures in national reporting programs for over 1,800 hospitals and over 8,000 providers. Dr. Butt has been involved in numerous technical expert panels for measure development and endorsement. Dr. Butt currently chairs the HIMSS Quality and Safety task force.