

Pre-Rulemaking Measure Review (PRMR) Hospital Committee Roster

January 2025



Introduction

The Pre-Rulemaking Measure Review (PRMR) process is conducted annually to provide recommendations to the Department of Health and Human Services (HHS) Centers for Medicare & Medicaid Services (CMS) on the selection of quality and efficiency measures under consideration for use in select CMS programs.

Measures for review are organized into three setting-specific committees: Post-Acute Care/Long-Term Care (PAC/LTC); Clinician; and Hospital.

Committees are divided into Advisory Groups (30-35 people) and Recommendation Groups (25-30 people). The Advisory Group provides feedback and questions about the measures under review that help guide Recommendation Group discussion. Based on that input, as well as public comments, the Recommendation Group renders final recommendations to CMS about which measures should be selected for use.

Please note, PRMR members may be organizational or individual members. Organizational members represent their organization's interest while serving on the committee while an individual member represents their own perspective and experience.

Biographies are provided by nominees, with typographical and grammatical editing completed by Battelle.

Learn more about membership types and roster categories in the <u>Guidebook of Policies and</u> Procedures for Pre-Rulemaking Measure Review (PRMR) and Measure Set Review (MSR).

Virginia Irwin-Scott

2024-2025 PRMR Hospital Committee Members

David Baker Rosie Bartel David Basel John Bott Rachel Brodie Jeffrey Buck **Zahid Butt** Marissa Carvalho Melissa Danforth Michelle Dardis Akinluwa Demehin Subashnie Devkaran Michelle Doll Maria Fernandez **Wendy Fitts Thomas Frederickson** Tejal Gandhi Angela Ghiorso

Martin Hatlie

Sandi Hyde

Nadja Kadom Abigail Khan Christopher Kim David Kroll Michael Lane Stefanie Ledbetter **David Levine** Jennifer Lundblad Michael Lynch Julie Marcinek **Nikolas Matthes** Tilithia McBride Hal McCard Ben McGaugh Lisa McGiffert Somaieh McMullan **Shari Michl Amy Minnich**

Devika Nair Hien Nguyen **Glorimar Ortiz** Jan Orton **Mark Paris Mark Parker Edward Pollak** Beniamin Pollock **Phoebe Ramsey** Kathleen Rauch Susan Runyan Jessica Schumacher **Darlene Shelton** Jeffrey Silberzweig **Holly Varnell Christopher Wilson Kathy Wilson** Wei Ying Isis Zambrana

James Moore

Federal Agency Members

Administration for Community Living (ACL)

Agency for Healthcare Research and Quality (AHRQ)

Centers for Disease Control and Prevention (CDC)

Department of Veterans Affairs (VA)

Health Resources and Services Administration (HRSA)

Indian Health Service (IHS)

National Institutes of Health (NIH)

Office of the National Coordinator for Health Information Technology (ONC)

Substance Abuse and Mental Health Services Administration (SAMHSA)



2024–2025 PRMR Hospital Committee Roster

* Committee Co-Chair

Name	Perspectives	Advisory or Recommendation Group ¹	Term Period	Location	Biography
Baker, David (Inactive)	Health Services Researcher	Recommendation	8/2023-5/2025	Oakbrook Terrace, IL	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 onsite survey methods, public reporting of performance measures, recognition programs, and awards in 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. Serving as an individual representative.

¹ Group assignment is for 2024-2025 only



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Bartel, Rosie	Patient, Caregiver, and Patient Advocate	Advisory	8/2024-5/2027	Chilton, WI	Rosie is a widow, mother, grandmother, and an educator. In August of 2009 she underwent a total right knee replacement that developed into a MRSA staph infection. This health care-acquired infection has led to 58 surgeries, over 200 hospitalizations, 100 blood transfusions, a right leg amputation 6 inches above the knee, then 2 years later a total hip amputation with the removal of part of her pelvic bone during another surgery. She also experienced sepsis and septic shock 14 times. As Rosie continues to battle this infection in her body, she is driven to share her story of survival. Every day she uses the story of her journey to advise or advocate for others. Rosie believes in helping patients and caregivers find their voices. As an educator, she used stories to teach children and adults. Today, she uses her story to co-design with medical professionals and researchers and to advise and advocate for patients and their caregivers. Serving as an individual representative.
Basel, David	Rural Health Expert; Facility/Institution	Recommendation	8/2023-5/2025	Sioux Falls, SD	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, lowa, 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 health care, 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 brings rural health perspective to the committee.



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Bott, John	Purchaser/Plan; Health Services Researcher	Advisory	8/2024-5/2027	Watertown, WI	Mr. Bott holds over 20 years of experience in health care provider performance measurement. His experience encompasses perspectives from measure developers/stewards, purchasers, and consumers. He has direct experience with performance measures with the Agency for Healthcare Research and Quality (as a measure steward and developer), State of Wisconsin Department of Employee Trust Funds (as a health care purchaser), and Consumer Reports (working from the consumer perspective). Mr. Bott currently serves on the CMS Hospital Compare Star Ratings TEP and the CMS Patient Safety Measure Development and Maintenance TEP. Salient prior national engagement includes the Measure Application Partnership Coordinating Committee, NQF's Consensus Standards Approval Committee, NQF's Scientific Methods Panel, and PQM's Pre-Rulemaking Measure Review (PRMR) Hospital Committee. Serving as an individual representative.



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Brodie, Rachel (Inactive)	Purchaser/Plan	Recommendation	8/2023-5/2026	Oakland, CA	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 holds a bachelor's degree from Princeton University. Serving as an organizational representative.
Buck, Jeffrey	Health Services Researcher	Advisory	8/2023-5/2026	Annapolis, MD	From 2012 to 2020, Dr. Buck was the senior advisor for behavioral health in the Center for Clinical Standards and Quality at 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 a local behavioral health authority. Serving as an individual organization.



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Butt, Zahid	Other Interested Party	Recommendation	8/2023-5/2025	Ellicott City, MD	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. Serving as an individual representative.
Carvalho, Marissa	Clinician Association; Clinician	Advisory	8/2023-5/2026	Durham, NC	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 has experience leading the implementation of evidence-based practice in a clinical setting. Serving as an organizational representative.
Danforth, Melissa	Clinician Association	Advisory	8/2023-5/2025	Washington, DC	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 on 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 ratings at The Leapfrog Group, Ms. Danforth implemented numerous endorsed measures via national hospital and ambulatory surgery center surveys. Serving as an organizational representative.

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Dardis, Michelle	Other Interested Party; Clinician	Advisory	8/2024-5/2027	Oakbrook Terrace, IL	Ms. Dardis serves as an informatics nurse and leader specializing in clinical quality measurement and data analytics with over 15 years of clinical, quality improvement, and research experience. At The Joint Commission, Ms. Dardis oversees the Department of Quality Measurement, with responsibility for development, testing, implementation, and public reporting of chart-abstracted and electronic clinical quality measures (eCQMs). She also has oversight of Joint Commission measurement programs, data receiving systems, and reporting and analytics products. Ms. Dardis previously served as a member of the Clinician PRMR committee on the Recommendation Group and as a Joint Commission delegate on the prior Measure Applications Partnership Coordinating Committee. Ms. Dardis represents The Joint Commission, an-independent, not-for-profit organization with a global presence applying direct observation and standardized measurement to the evaluation of structure, process, and outcomes across the continuum of care, including most of the nation's hospitals. Serving as an organizational representative.
Demehin, Akinluwa	Facility Association	Recommendation	8/2023-5/2025	Washington, DC	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.

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Devkaran, Subashnie	Clinician	Recommendation	8/2023-5/2025	Solon, OH	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 health care quality. Dr. Devkaran frequently speaks at international conferences and has published research papers on health care quality, patient safety, and improving reliability. Serving as an individual representative.
Doll, Michelle	Health Services Researcher; Clinician	Recommendation	8/2023-5/2026	Richmond, VA	Dr. Doll serves as health system epidemiologist for the Virginia Commonwealth University (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 health care; if not well designed and validated, they can have unintended consequences that have potential to harm patients. Dr. Doll brings a researcher perspective to the committee. Serving as an individual representative.



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Fitts, Wendy	Clinician	Recommendation	8/2023-5/2026	Lancaster, PA	Ms. Fitts has over 17 years of experience in leading health care quality and quality improvement initiatives as the performance improvement manager, director of 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 health systems. Ms. Fitts also has experience educating leaders on value-based purchasing. Serving as an individual representative.
Frederickson, Thomas	Rural Health Expert; Facility/Institution	Recommendation	8/2023-5/2025	Omaha, NE	Dr. Frederickson is a practicing hospitalist, physician leader, and health care system executive. As the system vice president of hospital medicine at CommonSpirit Health, Dr. Frederickson is responsible for evaluating hospital medicine programs in 140 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 brings a rural health perspective to the committee. Serving as an organizational representative.



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Gandhi, Tejal	Health Equity Expert; Other Interested Party	Recommendation	8/2023-5/2026	Boston, MA	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 the patient's interests, workforce safety, and health care equity. Dr. Gandhi's dedication to these issues has been recognized with 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. Serving as an organizational representative.
Ghiorso, Angela	Facility/Institution; Clinician	Recommendation	8/2024-5/2027	Woodland, CA	I am the clinical director of quality and patient safety for Sutter Health, Valley Ambulatory Markets in California, serving patients throughout Sacramento and Central Valleys. For over 16 years I have been an RN in a variety of health care settings. For the last 7 years, I have specialized in quality and patient safety, focusing on reducing errors, strategic impact project design, data integrity, and building a culture of reliability in acute, ambulatory, and home health care. My experience as a nurse provides me with a hands-on understanding of clinical practices and patient care, and as a quality and patient safety director, I've developed the ability to critically evaluate data and produce measurable improvements. This experience and expertise positions me to contribute valuable insights, enhancing the development of standards that prioritize patient outcomes and safety. Serving as an organizational representative.



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Hatlie, Martin	Patient, Caregiver, and Patient Advocate	Advisory	8/2024-5/2027	Chicago, IL	Patient participant. Serving as an individual representative.
Hyde, Sandi	Rural Health Expert; Facility/Institution	Advisory	8/2023-5/2026	Brentwood, TN	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. 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 brings rural health perspective to the committee. Serving as an organizational representative.



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Irwin-Scott, Virginia	Clinician Association; Facility/Institution	Advisory	8/2024-5/2027	Marlton, NJ	I am board certified in nephrology and currently employed as the national director of kidney care for ChenMed. I am the former medical director for Fresenius Medical Care with decades of chronic kidney disease management experience. I have been an active participant in various organizations, including, but not limited to, the ACOI (American College of Osteopathic Internists) serving on their Government Affairs Committee as well as the RPA (Renal Physicians Association) serving as chair of their Quality and Accountability Committee. Through the Quality and Outcomes Committee, I have participated in the open comments for historical measures. I broadened my knowledge in the last year completing the MIT AI in Healthcare Course and am strategically through LLM models and advanced AI creating pathways for kidney care management to slow progression of chronic kidney disease. I served on the Pre-rulemaking and Measure Set Review committees 2023-2024. Serving as an organizational representative.
Kadom, Nadja (Inactive)	Clinician Association	Recommendation	8/2023-5/2025	Atlanta, GA	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. Serving as an organizational representative.



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Khan, Abigail	Health Equity; Rural Health Expert	Advisory	8/2024-5/2027	Portland, OR	Dr. Khan is an associate professor at Oregon Health & Science University, where she specializes in the care of adults with congenital heart disease (ACHD) and holds leadership positions within cardiology and in the hospital ambulatory organization. She completed medical school at Harvard and her clinical training at Massachusetts General Hospital and the University of Pennsylvania. Dr. Khan's research examines the impact of social, geographic, and economic factors on health care utilization and outcomes in ACHD. She serves on local and national cardiac committees and is currently a member of the Evidence Based Guidelines Subcommittee for the Health Evidence Review Commission for Oregon. Serving as an organizational representative.



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Kim, Christopher	Clinician; Facility/Institution	Recommendation	8/2024-5/2027	Bellevue, WA	Christopher Kim, MD, MBA, SFHM, is professor of medicine at the University of Washington. He also serves as the associate medical director for quality and clinical efficiency at the UW Medical Center, leading several initiatives to improve quality, safety, and efficiency within the clinical delivery system. Additionally, Dr. Kim is the director of the Program for Policy Evaluation & Learning in the Pacific Northwest (PROPEL-PNW), which aims to connect its work to the needs of health policy and care transformation leaders, patients, and populations in the region and beyond. Previously, Dr. Kim held various leadership roles at the University of Michigan. While at Michigan, he was selected to participate in the Center for Healthcare Research & Transformation Policy Fellowship program. He led a state-wide improvement collaborative on hospital readmission reduction, partnering with hospitals and provider organizations throughout the state. A practicing hospitalist, he has been an active faculty member in educating students, residents, fellows, and faculty about quality, safety, and efficiency in health care. Dr. Kim obtained his medical degree and Master of Business Administration from the University of Chicago. He completed his residency training in the combined internal medicine and pediatrics program at the University of Michigan. Serving as an individual representative.



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Kroll, David	Clinician	Advisory	8/2024-5/2027	Boston, MA	Dr. David Kroll is a psychiatrist practicing in Boston, Massachusetts, for the last 15 years and is an assistant professor of psychiatry at Harvard Medical School. He is a nationally recognized researcher and thought leader in quality care, quality improvement, and patient safety in the field of psychiatry, and he is the current chair of the American Psychiatric Association's Committee on Quality and Performance Measurement. He has provided consulting on quality measurement to multiple organizations, including CMS, the National Quality Forum, the Core Measures Quality Collaborative, and Battelle Memorial Institute. Serving as an individual representative.
Lane, Michael	Other Interested Party; Clinician	Advisory	8/2023-5/2025	Dallas, TX	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 in St. Louis. Dr. Lane previously served on two standing committees evaluating quality measures for NQF including the Infectious Diseases Standing Committee and the Primary Care and Chronic Illness Committee. Serving as an individual representative.



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Ledbetter, Stefanie	Facility/Institution; Clinician	Advisory	8/2024-5/2027	Opelika, AL	Stefanie Ledbetter, BSN, MSHI, is the director of quality and clinical documentation integrity for both East Alabama Medical Center in Opelika and EAMC Lanier in Valley. In this role, she is responsible for all quality and outcome data to include all publicly reported data, eCQMs, core measures, and physician quality reporting for hospital-based providers. She began her career at East Alabama Medical Center in 1995 as a staff nurse in the medical/surgical intensive care unit, spent time in various research positions, led the clinical decision support team, and served as a data analyst, all before assuming her current role in 2012. She has a Bachelor of Science in nursing from the University of South Alabama in Mobile and a Master of Science in health informatics from the University of South Florida in Tampa. Stefanie has been an instructor in the health administration program at Auburn University since 2015. With the unique combination of her nursing background and her data analytics expertise, Stefanie is invaluable at understanding quality measures and using them to improve care for patients. In fact, she was selected to serve on CMS's Patient Safety Measure Development and Maintenance Technical Advisory Panel from 2019 to 2022. She truly understands the process of measure development and would be a huge asset to the committee. Serving as an organizational representative.



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Levine, David	Facility/Institution; Clinician	Recommendation	8/2024-5/2027	Chicago, IL	David L. Levine, MD, is the SVP and chief medical officer for Vizient, Inc. He interfaces with clinical and operational C-suite leaders across major health systems across the US. He represents Vizient nationally as a thought leader on topics such as performance improvement, analytics, and AI. He oversees the direction of Vizient's data and digital strategy. Prior to the CMO role, he managed analytics across the enterprise including data operations, data insights, data science, and governance. Vizient provides benchmarked and risk-adjusted comparative insights across quality, operations, pharmacy, spend management, and market growth that support performance improvement. The data and analytics are the foundation for numerous Software as a Service offerings where he presents insights and solutions to clients. Dr. Levine also serves as a subject matter expert for a council of chief medical and quality officers for academic medical centers. He joined Vizient in 2010 after serving as medical director of the emergency department at John H. Stroger Jr. Hospital of Cook County in Chicago for over 7 years. He practiced emergency medicine for over 20 years. He is a member of several national expert panels addressing metrics and quality including a number of CMS technical expert panels. Dr. Levine earned his medical degree from Northwestern University's Feinberg School of Medicine and did his emergency medicine residency at Boston City Hospital where he was chief resident. He has a bachelor's degree in psychology from the University of Michigan.



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Lundblad, Jennifer	Rural Health Expert	Recommendation	8/2024-5/2027	Bloomington, MN	Jennifer Lundblad, PhD, MBA, is president and CEO of Stratis Health, an independent non-profit organization that leads collaboration and innovation to improve health. Dr. Lundblad has an extensive background in leadership, organization development, and program management in both non-profit and education settings. She has a BA in speech communication and economics from Macalester College, an MBA in public and non-profit management from Boston University, and a PhD in education with a focus on training and organization development from the University of Minnesota. Her dissertation research was "Teamwork and Safety Climates in Small Rural Hospitals," and she has published articles in peer-reviewed journals on topics related to health quality and organizational change. She brings to PRMR and MSR Hospital Committee deep rural quality and measure expertise, along with change management, dissemination of innovation, process and workflow analysis and redesign, and organizational culture change. Dr. Lundblad is a member of the national RUPRI (Rural Policy Research Institute) Health Panel, the University of Minnesota's Rural Health Research Center Expert Workgroup, and serves on various other national and local boards and in committee leadership positions. She has an adjunct assistant professor appointment at the University of Minnesota School of Public Health. Serving as an organizational representative.



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Lynch, Michael	Purchaser/Plan; Other Interested Party	Recommendation	8/2023-5/2026	Export, PA	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 the University of Pittsburgh Medical Center's (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 diagnosed with opioid use disorder to follow up care. Dr. Lynch also brings "other interested party" perspective to the committee. Serving as an organizational representative.
Marcinek, Julie	Clinician Association; Clinician	Recommendation	8/2023-5/2025	Columbus, OH	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. Serving as an organizational representative.



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Matthes, Nikolas	Other Interested Party; Health Services Researcher	Advisory	8/2024-5/2027	Lake Success, NY	Dr. Matthes has over 25 years of experience in performance measurement in health care in industry, not-for-profit settings, and academia. As an AVP at IPRO, the nation's largest QIN-QIO, he leads IPRO's Center for Performance Measurement and the New York State Sepsis Improvement Initiative. Before that, he spent 10 years as VP at Press Ganey, leading research, measure development, and product management for the clinical business unit, which included a national hospital quality measure and eCQM solution, the National Database for Nursing Quality Indicators, and a patient-reported outcome measurement product. Prior to that, Dr. Matthes spent 10 years at the Maryland Hospital Association's Quality Indicator Project, overseeing research and product strategy. Dr. Matthes will contribute his extensive professional experience with performance measure development and implementation across a wide range of measures for hospitals in the context of state and federal public reporting and value-based payment programs. Serving as an individual representative.
McBride, Tilithia	Facility Association	Recommendation	8/2024-5/2027	Washington, DC	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 health care 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. Serving as an organizational representative.



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McCard, Hal	Rural Health Expert	Recommendation	8/2023-5/2025	Nashville, TN	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 health care company operating in the rural space and general counsel of a privately held substance use disorder (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. Serving as an individual representative.
McGaugh, Ben	Patient, Caregiver, and Patient Advocate	Recommendation	8/2023-5/2025	Helena, MT	Patient participant. Serving as an individual representative.



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*McGiffert, Lisa	Patient, Caregiver, and Patient Advocate	Recommendation	8/2023-5/2026	Austin, TX	I have been a patient/consumer advocate on health issues since 1991, working on health policy issues at the state and federal level. My experience spans health reform, health insurance, oversight of physicians and hospitals, quality of care/safety measurement and preventable medical harm. I led the Safe Patient Project at Consumer Reports for 15 years, focusing on public reporting of hospital acquired infections, measuring/public reporting on the quality and safety of hospitals, health care professional oversight and medical device safety. I am a cofounder and president of the Patient Safety Action Network (formed in 2019), a patient driven/patient led national nonprofit coalition of individuals and organizations focused solely on and with patients to raise awareness and to create accountability, transparency and safer health care. Our members are patients who have been medically harmed, their loved ones and concerned advocates. I live in Austin, Texas, where I also am a collage artist, avid native gardener and tai chi practitioner. Patient participant. Serving as an individual representative.
McMullan, Somaieh	Purchaser/Plan; Facility/Institution	Recommendation	8/2024-5/2027		Serving as an organization representative for Premier Inc.
Michl, Shari	Patient, Caregiver, and Patient Advocate	Recommendation	8/2023-5/2025	Geneva, NE	Patient participant. Serving as an individual representative.



Name	Perspectives	Advisory or Recommendation Group ¹	Term Period	Location	Biography
Minnich, Amy	Purchaser/Plan	Advisory	8/2024-5/2027	Danville, PA	Amy Minnich, RN, MHSA, CPC, is an experienced leader across the health care continuum. Her diverse career history includes roles in acute care, home health and community-based long-term care (PACE), case management, managed care, access management, quality and innovation. Currently, she is the associate vice president for quality, safety and patient experience within the integrated health system's Quality and Patient Safety Division. Ms. Minnich has supported various system priority initiatives around patient flow, reducing inappropriate emergency department utilization, coding optimization, and development of COVID clinical care strategies. Amy received her diploma in nursing from Geisinger School of Nursing, Bachelor of Science in nursing from Pennsylvania State University, and Master of Health Services Administration from Marywood University. She holds certification in medical coding and has a Lean Six Sigma Green Belt from Villanova University. Ms. Minnich was a 2010 Practice Change Fellow sponsored by Atlantic Philanthropies and the Hartford Foundation designed to improve services/expertise for seniors and completed the Disparities Leadership Program offered by the Disparities Solution Center at Massachusetts General Hospital. Ms. Minnich was recently appointed as adjunct faculty member for the Commonwealth School of Medicine in Scranton, Pennsylvania. She has served on several national panels regarding quality work including measure development and review with the National Quality Forum and Partnership for Quality Measurement, CMS 5 Star Technical Advisory Panel, and various readmission and outcome-related task forces. Serving as an organizational representative.



Name	Perspectives	Advisory or Recommendation Group ¹	Term Period	Location	Biography
Moore, James	Facility/Institution; Clinician	Advisory	8/2023-5/2026	Los Angeles, CA	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 brings facility perspective to the committee. Serving as an organizational representative.
Nair, Devika	Health Services Researcher; Clinician	Advisory	8/2024-5/2027	Nashville, TN	Dr. Devika Nair, MD MSCI, is a nephrologist and physician scientist and assistant professor of medicine at Vanderbilt University Medical Center. Her clinical and research interests center on improving quality of life and functional independence among chronologically and physiologically older adults living with kidney disease and multimorbidity. She has expertise in patient and community engagement in research, qualitative and mixed methods, patient-reported outcome measurement, development, and validation, serious illness communication, and geriatric assessments. She is currently funded by the VA and has previously been funded by the NIH NIDDK and AHRQ/PCORI. Serving as an individual representative.



Name	Perspectives	Advisory or Recommendation Group ¹	Term Period	Location	Biography
Nguyen, Hien	Facility/Institution	Advisory	8/2024-5/2027	Atlantic City, NJ	Currently, I serve as the medication safety officer at AtlantiCare Health System. During my 12-year tenure here, I've held various roles including pharmacy resident, clinical pharmacist, clinical coordinator, and medication safety officer. Additionally, I've held the role of secretary for the Pharmacy and Therapeutics Committee. Throughout my career, I've actively participated in regulatory and accreditation processes, including surveys and inspections by the Joint Commission, Board of Pharmacy, and Department of Environmental Protection. I hold certifications as a Certified Professional in Patient Safety, Certified Professional in Healthcare Quality, and Certified Professional in Healthcare Risk Management. Given my extensive background in medication safety, clinical pharmacy, and regulatory compliance, I bring a unique perspective to measure development. I can provide valuable insights into safe medication practices, their practical implementation in clinical settings, and ensuring adherence to quality standards. Furthermore, my certifications in patient safety, health care quality, and risk management bolster my ability to create and assess evidence-based measures. Moreover, my expertise in collaboration and data analysis ensures that these measures are not only effective but also feasible for various stakeholders. Serving as an organizational representative.



Name	Perspectives	Advisory or Recommendation Group ¹	Term Period	Location	Biography
Ortiz, Glorimar	Facility/Institution	Advisory	8/2024-5/2027	Falls Church, VA	Dr. Glorimar Ortiz is a bilingual epidemiologist with more than 20 years of experience in research design, implementation, and data analysis in the behavioral health care field. She directs the Performance and Quality Improvement division of the NASMHPD Research Institute (NRI), serves as the expert in data quality and statistical matters, and leads the research agenda for the Behavioral Healthcare Performance Measurement System, a surveillance system comprised of data submitted by inpatient psychiatric facilities participating in common measures of quality of care. She develops products and services related to mandated performance measures to monitor the progress of performance and quality improvement initiatives in psychiatric settings. Recently, she led a project about the evaluation of the Mississippi Department of Mental Health Strategic Plan performance metrics to develop a performance metrics management system. Dr. Ortiz participated in a project with the District of Columbia Department of Behavioral Health to recommend a comprehensive quality improvement framework. The extensive knowledge Dr. Ortiz has with inpatient psychiatric facilities about the implementation of performance measures, the collection of quality data, and data reporting will impact both providers and the health outcomes of underserved patient populations. She has been involved in numerous publications and in conferences presenting data from research initiatives.



Name	Perspectives	Advisory or Recommendation Group ¹	Term Period	Location	Biography
Orton, Jan	Facility/Institution; Clinician	Recommendation	8/2024-5/2027	Salt Lake City, UT	Ms. Orton leads strategy and deployment for the enterprise Clinical Excellence data portfolio supporting caregivers in Quality, Safety, Advocacy, Infection Prevention and Control, Physician Advisory Services, and Regulatory departments to achieve exceptional outcomes through timely and accurate measurement. This role includes stewardship activities for adult external registries, Vizient CDB Coordinator for 32 hospitals, and data support for nurse clinical sensitive measurement. Prior to joining Intermountain, Ms. Orton worked as an RN in Critical Care Nursing, and Quality and Risk Department at the Salt Lake-based Holy Cross Hospital. She joined Intermountain Health Care in 1999 where she worked as a cardiovascular quality consultant, quality and safety data manager, and clinical operations initiatives manager prior to her current role. Mr. Orton is a Certified Professional of Healthcare Quality (CPHQ). She holds a bachelor's in nursing and a master's in medical informatics from the University of Utah. Serving as an organizational representative.
Paris, Mark	Patient, Caregiver, and Patient Advocate	Recommendation	8/2024-5/2027	Panama City, FL	Patient participant. Serving as an individual representative.



Name	Perspectives	Advisory or Recommendation Group ¹	Term Period	Location	Biography
Parker, Mark	Clinician	Advisory	8/2023-5/2026	Portland, ME	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. Serving as an individual representative.
*Pollak, Edward	Facility/Institution; Clinician	Recommendation	8/2023-5/2025	Birmingham, MI	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. Serving as an individual representative.



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Pollock, Benjamin	Health Services Researcher	Advisory	8/2023-5/2026	Jacksonville, FL	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. Serving as an individual representative.
Ramsey, Phoebe	Clinician Association	Recommendation	8/2023-5/2026	Washington, DC	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 Collaborative's (CQMC's) 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 1/5 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. Serving as an organizational representative.



Name	Perspectives	Advisory or Recommendation Group ¹	Term Period	Location	Biography
Rauch, Kathleen	Facility Association	Advisory	8/2023-5/2026	Albany, NY	Ms. Rauch has 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 gained 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. Serving as an individual representative.



Name	Perspectives	Advisory or Recommendation Group ¹	Term Period	Location	Biography
Runyan, Susan	Rural Health Expert; Other Interested Party	Advisory	8/2024-5/2027	Derby, KS	Susan Runyan, CEO, Runyan Health Care Quality Consulting, has served on the Battelle PRMR and MSR Committees and will continue to use this information to help inform all parties she works with and she appreciates the opportunity to contribute her expertise. Ms. Runyan is a paramedic by training and has worked in the field as well as the NICU, metropolitan, and rural emergency departments. She transitioned from the bedside in a rural PPS hospital's ED to the quality and risk manager where she focused on the patient voice and leading patient and family engagement initiatives. She led a team of abstractors for the CMS Hospital Core Measures as well as abstracted measures herself with the introduction of outpatient quality measures. She has a Bachelor of Science degree in health care administration and a Master of Health Care Leadership degree; both fueled her passion for underserved and rural communities. Ms. Runyan is well-versed with the impacts of measures on rural health care organizations as well as the capacity for organizations to utilize the data. Ms. Runyan has worked as a risk and quality director in a rural PPS hospital for 14 years. She advanced her career to work for the Kansas QIO for 3 years helping over 97 CAH and rural PPS hospitals with quality data and measures. She also worked for the HEN/HIIN for 1 year before she started her own consulting company in 2016. Serving as an individual representative.



Name	Perspectives	Advisory or Recommendation Group ¹	Term Period	Location	Biography
Schumacher, Jessica	Health Services Researcher; Other Interested Party	Recommendation	8/2024-5/2027	Chapel Hill, NC	I am an associate professor in the Department of Surgery at the University of North Carolina-Chapel Hill. My master's and doctoral training are in population health, and I have over 20 years of applied research and quality measurement experience. I have extensive experience with the analysis of large databases, including electronic medical record and claims data, with particular expertise in measurement and methodological techniques analyzing these databases. I led the development of the data management and analytics infrastructure for a statewide surgical quality collaborative in Wisconsin and lead similar efforts in North Carolina. These efforts include extensive provider engagement, leading a team to review, create, and distribute quality measures to guide the implementation and evaluation of statewide improvement efforts. I had the opportunity to review claims-based measures as a part of the National Quality Forum's (NQF) Measure Application Partnership Rural Health Workgroup and completed service on an NQF technical expert panel on electronic medical record and claims-based measures in low-volume settings. I bring my experience engaging stakeholders to assess barriers and facilitators of implementing measures across community and academic settings, and engaging providers around the utility of developed measures to ensure they can be readily used to improve care quality. Serving as an individual representative.
Shelton, Darlene	Patient, Caregiver, and Patient Advocate	Advisory	8/2024-5/2027	Dexter, MO	Patient participant. Serving as an individual representative.



Name	Perspectives	Advisory or Recommendation Group ¹	Term Period	Location	Biography
Silberzweig, Jeffrey	Clinician	Advisory	8/2023-5/2026	New York, NY	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 10 dialysis centers in New York City. Dr. Silberzweig served on NQF's Renal Standing Committee for 2 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. Serving as an individual representative.
Varnell, Holly	Health Equity Expert; Other Interested Party	Recommendation	8/2023-5/2025	Arvada, CO	Ms. Varnell has over a decade of experience in the health care 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 health care 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.



Name	Perspectives	Advisory or Recommendation Group ¹	Term Period	Location	Biography
Wilson, Christopher	Health Equity Expert	Advisory	8/2024-5/2027	Madison, TN	Dr. Christopher Wilson, MD, MPH, has been the medical director of the Tennessee Department of Health's Healthcare-Associated Infections and Antimicrobial Resistance (HAI/AR) program since June 2021. Prior to his promotion to medical director, he was a senior epidemiologist within the HAI/AR program with a focus on surveillance through the National Healthcare Safety Network. As medical director, Dr. Wilson leads the 65-person HAI/AR team with supervision of HAI/AR's antimicrobial stewardship and infection prevention activities as well as having specific responsibility for the department's activities in the HAI Component of the Emerging Infections Program. Dr. Wilson teaches research methodology, health care safety, and epidemiology at the Meharry Medical College and is the chair of Tennessee's Board for Licensing Health Care Facilities. Serving as an individual representative.
Wilson, Kathy	Other Interested Party	Recommendation	8/2023-5/2026	Traverse City, MI	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 (ACS) 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. Serving as an organizational representative



Name	Perspectives	Advisory or Recommendation Group ¹	Term Period	Location	Biography
Ying, Wei	Purchaser/Plan	Advisory	8/2023-5/2025	Boston, MA	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 frameworks for equity measurement and to design and develop health care equity reports that examine the level of inequity in all aspects of patient care, including quality of care, health care 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. Serving as an organizational representative.



Name	Perspectives	Advisory or Recommendation Group ¹	Term Period	Location	Biography
Zambrana, Isis	Health Equity Expert; Facility/Institution	Advisory	8/2024-5/2027	Miami, FL	Isis Zambrana is the vice president of quality and patient safety and chief quality and health equity officer for Jackson Health System. In her role, she oversees the development and oversight of the health system's quality and patient safety programs, external reporting for national registries, and public reporting. Isis collaborates with the other members of the corporate quality team to support accreditation and infection prevention initiatives across the health system's six acute care hospitals, multiple ambulatory and urgent care centers, primary care clinics, two long-term care centers, and various correctional facilities. Isis also leads the system's health equity efforts utilizing social determinants data to help identify health care disparities in specific patient populations. This work has led the organization to prioritize maternal health disparities focusing on reducing post-partum hemorrhage and blood transfusions in birthing women. Isis is the past president of the American Heart Association (AHA), Greater Miami/Fort Lauderdale Metro Board. Isis was the recipient of the 2020 Hispanic Women of Distinction Award. This award recognizes distinguished women of Hispanic ethnicity who have made a significant contribution to the community while maintaining their culture and traditions. Serving as an organizational representative.
Zimmerman, Beth	Facility/Institution	Recommendation	8/2024-5/2027	Springdale, OH	I worked in ambulatory and acute care, for-profit and not-for-profit facilities, in a variety of clinical, infection prevention, and quality roles. Since January 2021, I have had the honor of serving as BSMH system director responsible for enterprise-wide quality reporting and analysis leading a team of talented analysts, abstraction specialist, and cardiovascular registry leaders. Our team's goal is to maintain and improve BSMH quality reporting. An initial focus was to improve access to data supporting hospital quality data collection and analysis of key indicators. In 2023, all data visualizations now include SDOH data to support analysis and monitoring for equity and disparities. Serving as an individual representative.

