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**The Planning Committee for Key Operational Characteristics and Functionalities of a
State-of-the-Art Patient Scheduling System: A Workshop**

PLANNING COMMITTEE BIOSKETCHES

Kenneth Kizer, MD, MPH, *Chair*, is Director of the Institute for Population Health Improvement, UC Davis Health, and a Distinguished Professor in the UC Davis School of Medicine (Department of Emergency Medicine) and the Betty Irene Moore School of Nursing.

Dr. Kizer's professional experience includes positions in academia and the public and private sectors. His previous positions have included: President, CEO and Chairman of Medsphere Systems Corporation, the nation's leading commercial provider of open source healthcare information technology; founding President and CEO, National Quality Forum, a Washington, DC-based quality improvement and consensus standards setting organization; Under Secretary for Health, U.S. Department of Veterans Affairs and chief executive officer of the nation's largest healthcare system; Director, California Department of Health Services; and Director, Emergency Medical Services Authority, State of California. He has served on the U.S. Preventive Services Task Force and as Chairman of the Board of The California Wellness Foundation, the nation's largest philanthropy devoted to health promotion and disease prevention, as well as on the governing boards of managed care and health IT companies, several foundations and various professional associations and non-profit organizations. He also has worked in various capacities over the years with numerous foreign countries on health-related matters.

Dr. Kizer is an honors graduate of Stanford University and UCLA, and the recipient of two honorary doctorates. He is board certified in six medical specialties and/or subspecialties, and has authored over 400 original articles, book chapters and other reports. He is a fellow or distinguished fellow of 11 professional societies and a member of Alpha Omega Alpha National Honor Medical Society, Delta Omega National Honorary Public Health Society, the Institute of Medicine of the National Academy of Sciences, and the National Academy of Public Administration. He is also a Fellow National of The Explorers Club, a founding member and past president of the international Wilderness Medical Society, a former U.S. Navy diver, and a nationally recognized expert on diving and aquatic sports medicine and the medical aspects of wilderness activities.

His accomplishments have been recognized with dozens of awards, including the Award of Excellence, American Public Health Association; Distinguished Service Medal, American Legion; Earnest A. Codman Award, The Joint Commission; Gustav O. Lienhard Medal and Award, Institute of Medicine; Justin Ford Kimball Innovator Award, American Hospital Association; Nathan Davis Award for Outstanding Public Service, American Medical Association; John D. Chase Award for Physician Executive Excellence, Association of Military Surgeons of the United States; Exceptional Service Award, U.S. Department of Veterans Affairs; Rodney T. West Literary Achievement Award, American College of Physician Executives; Special Recognition Award, March of Dimes; Rear Admiral William S. Parsens Award for Scientific and Technical Progress, Navy League of the United States; Torch Award, Coalition to Protect All Californians from Tobacco; Founders' Award, American College of Medical Quality; and the Award of Honor, American Society of Health-System Pharmacists.

He has been selected as one of the '100 Most Powerful People in Healthcare' by Modern Healthcare magazine on several occasions, and his work has been featured in Time, BusinessWeek, Fortune, The

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Wall Street Journal, The New York Times and numerous other magazines, newspapers and national television shows.

John Halamka, MD leads innovation for Beth Israel Lahey Health. Previously, he served for over 20 years as the chief information officer (CIO) at Beth Israel Deaconess System. He is chairman of the New England Healthcare Exchange Network (NEHEN), and a practicing emergency physician. He is also the International Healthcare Innovation professor at Harvard Medical School. Dr. Halamka completed his undergraduate studies at Stanford University, where he received a degree in medical microbiology and a degree in public policy with a focus on technology issues. He entered medical school at the University of California, San Francisco and simultaneously pursued graduate work in bioengineering at the University of California, Berkeley focusing on technology issues in medicine. He completed his residency at Harbor–UCLA Medical Center in the Department of Emergency Medicine. As the leader for innovation at the \$7 billion Beth Israel Lahey Health, he oversees digital health relationships with industry, academia, and government worldwide. As a Harvard professor, he has served the George W. Bush administration, the Obama administration, and national governments throughout the world planning their healthcare IT strategy. In his role at BIDMC, Dr. Halamka was responsible for all clinical, financial, administrative, and academic information technology, serving 3,000 doctors, 12,000 employees, and 1,000,000 patients. Dr. Halamka has authored a dozen books on technology-related issues, hundreds of articles and thousands of posts on the popular Geekdoctor blog. He runs Unity Farm in Sherborn, MA and serves as caretaker for 50 animals, 30 acres of agricultural production and a cidery/winery.

Joe Kimura, MD, MPH is Chief Medical Officer of Atrius Health and an internist at Harvard Vanguard Medical Associates, a medical practice of Atrius Health. He has broad experience leading ambulatory care delivery system improvements with specialty expertise in clinical informatics and healthcare data analytics. He is dual board certified in both internal medicine and clinical informatics. Dr. Kimura has held multiple positions within Atrius Health including Deputy Chief Medical Officer, Medical Director for Analytics and Reporting Systems, and Medical Director for Quality Measurement. From 2008-2010, he served as a primary care clinician and physician leader in the Complete Care Program for the Orange County Service Area of the Southern California Permanente Medical Group. Dr. Kimura's specialty clinical interests are in the pragmatic applications of clinical informatics in the delivery of care. He speaks regularly to national audiences on the future of healthcare analytics and the critical role of clinical leadership to drive the development of analytic tools that can help clinicians and patients. In 2012, Dr. Kimura was named by Modern Healthcare as one of the Top 25 Clinical Informaticists in the United States. Since 2014, he has served as co-chair the Office of National Coordinator HIT Policy Federal Workgroup on Advanced Health Models and Meaningful Use. Dr. Kimura was an undergraduate at Stanford University and received his medical degree from Washington University in St Louis, Missouri. He completed his primary care internal medicine residency at the University of California in San Francisco and his health services research fellowship at the Department of Ambulatory Care and Prevention at Harvard Medical School. He received a master's of public health in Health Care Policy and Management from the Harvard School of Public Health. In 2015, he completed the Advanced Management Program at MIT Sloan School of Management and received a certificate in Management, Innovation, and Technology.

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Amanda Lazar, PhD is an Assistant Professor in the College of Information studies at the University of Maryland, College Park with an affiliate appointment in the Department of Computer Science. She is part of the Trace Research and Development Center and the Human-Computer Interaction Lab. Her research in the areas of Human-Computer Interaction and Health Informatics has received Best Paper and Honorable Mention Awards at top-tier conferences including the ACM Conference on Human Factors in Computing Systems and the SIGCHI Conference on Designing Interactive Systems. She studies how technologies designed for health and well-being position and support populations including older adults and people with cognitive impairment. She received her PhD from the University of Washington in the Biomedical and Health Informatics program and her BS in Electrical Engineering at the University of California, San Diego. Her work is supported by the National Science Foundation and National Institute on Disability, Independent Living, and Rehabilitation Research (NIDILRR).

Eva K. Lee, PhD is Professor and Director of the Center for Operations Research in Medicine and HealthCare, a center established through funds from the National Science Foundation and the Whitaker Foundation. The center focuses on biomedicine, public health, and defense, advancing domains from basic science to translational medical research; intelligent, personalized, quality, and cost-effective delivery; and medical preparedness and protection of critical infrastructures. She is a Distinguished Scholar in Health Systems, Health System Institute at Georgia Tech and Emory University School of Medicine.

Lee partners with business leaders to develop novel transformational strategies in delivery, quality, safety, operations efficiency, information management, change management and organizational learning. Lee's research focuses on mathematical programming, information technology, game theory, networks, machine learning and computational algorithms for risk assessment, decision making, predictive analytics and knowledge discovery, and systems and performance optimization. She has made major contributions in advances to business operations transformation, biomedicine and clinical research, emergency response and disaster preparedness, and healthcare operations. Her homeland security work has focused on risk assessment and protection of critical infrastructures, including healthcare, supply-chain and logistics, power plants, communication, transportation, and finance.

Lee has received multiple prestigious analytics and practice excellence awards including INFORMS Franz Edelman award, Daniel H Wagner prize, and Pierskalla award for novel cancer therapeutics, bioterrorism emergency response and mass casualty mitigation, personalized disease management, machine learning for multi-site best practice discovery, transforming clinical workflow and patient care, vaccine immunity prediction, and reducing surgical site and hospital acquired infection. Dr. Lee is an INFORMS Fellow, and an elected Fellow of the American Institute for Medical and Biological Engineering. She has received patents on innovative medical systems and devices. A brief glimpse of Dr. Lee's healthcare work, interviewed by Sophie Laggan:

http://www2.isye.gatech.edu/~evakylee/Eva_Lee_Intl_Innovation_139_Research_Media_HR.pdf

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Mark Murray, MD, MPA, Principal of Mark Murray and Associates, Faculty of Institute for healthcare Improvement, is widely published and recognized as an international authority on the development of access and flow systems in health care. Mark attended Creighton University of Medicine from 1967-1971, did his Residency in Family Medicine at the University of California, Davis at the Sacramento Medical Center from 1971-1974. After briefly working for Public Health in Sacramento, he founded a Community Health Center in Chico, California. He began work at Kaiser Permanente, in Sacramento, California in 1980 and worked there for 19 years. He held various administrative positions in that organization, including Assistant Chief of Staff, and Director of a Regional Call Center, that served 1.2 million patients. He began his consulting career in 1998. In that capacity Mark has been involved with various healthcare systems in the US and abroad focusing on access to Primary and Specialty Care as well as to all other healthcare related services, office efficiency, and change management in healthcare systems, development of healthcare teams, physician compensation and “big system” flow. He has worked with countless groups in 23 countries and 39 States. He is widely recognized as an expert in delays within healthcare systems, having been mentioned, cited or featured in over 100 publications and has published over 30 journal articles. Mark draws on his direct experience in healthcare delivery and management, his unique perspective as a physician who practiced in multiple environments, and his understanding of other businesses and industries that use flow and demand/supply matching.

Rachel Weber, MSIE, couples her deep understanding of Industrial Engineering principles, tools, and techniques with her training in health care systems to bring a unique perspective to improvement in health care environments. Ms. Weber’s primary expertise lies in analyzing and quantifying the performance of work systems to achieve optimization in flow and quality. Over the last twelve years, she has led process improvement efforts throughout multiple health care organizations, including the University of Wisconsin Hospital and Clinics, in Madison; Rady Children’s Hospital in San Diego; and Medicine Hat Regional Hospital, in Alberta, Canada. She has a particular interest in gathering data from information systems and converting this data into useful tools and strategies for improvement. An essential part of her approach is to ensure accurate and validated data is used to paint a visual picture in demonstrating the story of current state, future goals, and what-if scenario analysis. Rachel Weber is Principal of HealthcareIE, which provides consulting services to the healthcare industry, specializing in applying Industrial Engineering principles to healthcare flow systems. She also frequently partners with Dr. Mark Murray, of Mark Murray and Associates, to deliver patient access solutions. Ms. Weber has her B.S in Industrial Engineering and M.S. in Health System Engineering from the University of Wisconsin-Madison, as well as her Six Sigma Black Belt from the American Society for Quality.