

**Developing a Patient-Centered Approach to  
Optimizing Veterans' Access to Health Care Services: A Workshop**

**Moderator and Speaker Biographical Information**

**Shantanu Agrawal, M.D., M.Phil.**, is President and Chief Executive Officer of the National Quality Forum. A board-certified emergency medicine physician who has worked in both academic and community settings, Dr. Agrawal is the former Deputy Administrator for the Centers for Medicare & Medicaid Services (CMS) and Director of one of its largest centers, the Center for Program Integrity (CPI). At CMS, Dr. Agrawal led an effort to improve the physician experience with Medicare. He also was one of the main architects of CMS's strategy and action plan to address the national opioid epidemic. His main focus at CPI was lowering the cost of care through the detection and prevention of waste, abuse, and fraud in the Medicare and Medicaid programs. Dr. Agrawal has testified numerous times before Congress and is a frequent national speaker on healthcare quality and value. He is a well-published author with articles in *Journal of the American Medical Association*, *New England Journal of Medicine*, *Annals of Emergency Medicine*, among others. He has served on numerous national committees, including for the Veterans Administration, National Academy of Medicine, and the U.S. Department of Health and Human Services. Dr. Agrawal completed his undergraduate education at Brown University, medical education at Weill Medical College of Cornell University, and clinical training in Emergency Medicine at the Hospital of the University of Pennsylvania. He has a master's degree in Social and Political Sciences from Cambridge University.

**Tia N. Archambault, M.H.A.**, is a Program/Management Analyst (Scheduling Auditor) at Harry S. Truman Memorial Veterans' Hospital in Columbia, Missouri. Mrs. Archambault became an Auditor in June 2017. Mrs. Archambault has held several positions with the U.S. Department of Veterans Affairs over the last 15 years, to include her recent role as Program Applications Specialist at Harry S. Truman Memorial Veterans' Hospital in Columbia, Missouri; Secretary of Health Administration Service at Harry S. Truman Memorial Veterans' Hospital in Columbia, Missouri; and Telephone Operator at Harry S. Truman Memorial Veterans' Hospital, Columbia, Missouri. In November 2019, Mrs. Archambault was assigned to a detail with the Office of Veterans' Access to Care (OVAC) to assist the National Scheduling Audit Program Manager. In addition, Mrs. Archambault was nominated and assigned to the Compliance and Business Integrity Education and Communication Workgroup as the Scheduling Audit expert. Mrs. Archambault holds a master's degree in Health Administration from the University of Missouri-Columbia. Additionally, she received a Bachelor of Science degree in Music from William Jewell College in Liberty, Missouri.

**Adrian M. Atizado, B.S.**, a veteran of the Persian Gulf War, recently left his appointment as Deputy National Legislative Director of the more than 1 million-member DAV in June. He served in that role since August 2015 working to support and advance the organization's federal legislative goals and policies to assist injured and ill veterans and their families, and to safeguard current benefits and services for veterans from erosion. Atizado joined DAV's professional national service officer staff in January 2000 and was assigned to the Chicago, Illinois, DAV National Service Office. In 2002, he was transferred to DAV National Service and Legislative

Headquarters in Washington, D.C. and was appointed Associate National Legislative Director. He was appointed Assistant National Legislative Director in August 2003, serving in that capacity until his last appointment. Atizado was born in Mountain View, California, and moved to Chicago at an early age. He enlisted in the U.S. Navy in 1989. Following his initial training as a Navy Corpsman, Atizado's service included Company B and Battalion Aid Station Corpsman for the 1st Battalion, 1st Marine Regiment, 1st Marine Division at Camp Pendleton, California, as well as duties at the San Diego Naval Hospital. In March 1993, while preparing for a second six-month deployment to the Western Pacific, Atizado sustained serious injuries in a vehicle accident. He was medically discharged from the Navy in December 1993 and spent an additional six months recuperating under the care of the VA health care system from his injuries after leaving the military. Following his Naval service, Atizado attended the University of Illinois in Chicago, where he earned his Bachelor of Science degree in mathematics in 1999. He, his wife and son reside in Cheverly, Maryland.

**David H. Au, M.D.**, is the Director of the HSR&D Center of Innovation for Veteran-Centered and Value-Driven Care at the VA Puget Sound Health Care System and a Professor of Medicine and Pharmacy at the University of Washington. His research focuses primarily on the quality and delivery of care for patients with chronic lung diseases, in particular, for patients with COPD and lung cancer. His research program encompasses a number of areas that utilize clinical research methodology, including clinical trials design, comparative effectiveness research, implementation sciences, health services research and clinical epidemiology. One of his primary research focuses is on identifying and intervening upon potential gaps in the quality of care for patients with lung cancer and COPD using population management approaches to care.

**Mary Barton, M.D., M.P.P.**, is Vice President for Performance Measurement at NCQA. NCQA's Performance Measurement department is primarily responsible for creating and refining quality measures in partnership with various stakeholders. Dr. Barton oversees the team supporting new quality measure development and the upkeep of existing measures in the HEDIS measure set. She provides direction related to evaluation of health care including performance measure development, application and maintenance of measures, methodological issues related to measurement and interpretation of performance data. Dr. Barton also leads selected grants and contracts that focus on NCQA's strength as a measure developer and an experienced evaluator of health care. She is a member of NCQA's Leadership Team. Dr. Barton coordinates the functioning of the NCQA's Committee on Performance Measurement, representing the company in communication with stakeholders including the Center for Medicare and Medicaid Services, physician professional societies, and leaders of health plans, insurance companies and consumer groups. Prior to coming to NCQA, Dr. Barton was for over five years Scientific Director of the U.S. Preventive Services Task Force at the Agency for Healthcare Research and Quality (AHRQ) where she oversaw the scientific support of recommendation making by that expert panel, and directed communications with governmental peers and professional groups about this work. Dr. Barton trained in primary care internal medicine at Brigham and Women's Hospital in Boston, and completed a general medicine research fellowship at Harvard. Prior to joining AHRQ, she was an assistant professor at Harvard Medical School, where she performed clinical epidemiology and health services research related to cancer screening and prevention in terms of access, test performance, and outcomes. She is a member of the American College of Physicians.

Dr. Barton received her MD from Harvard University and a master's in public policy from the Harvard Kennedy School of Government.

**Bevanne Bean-Mayberry, M.D., M.H.S., F.A.C.P.**, is a Staff Physician and Core Investigator at the VA Greater Los Angeles HSR&D Center for the Study of Healthcare Innovation, Implementation and Policy and Associate Clinical Professor of Medicine at UCLA David Geffen School of Medicine. She is a former VA Women's Health Fellow and current primary care provider who focuses on primary care quality and prevention by gender, women's health clinic setting or provider type. Her current interests include cardiovascular risk reduction among women Veterans and motivating women to take one step toward better health.

**Andrew Bindman, M.D.**, is a Professor of Medicine, Epidemiology & Biostatistics, and a core faculty member within the Philip R. Lee Institute for Health Policy Studies at the University of California, San Francisco. He is a primary care physician with federal and state health policy experience who has practiced and taught clinical medicine at Zuckerberg San Francisco General Hospital for over 30 years while also conducting health services research to improve access to high quality health care. Dr. Bindman is a leading national voice on primary care, the health care safety net, and population health. He was appointed as the Director for the Agency for Healthcare Research and Quality (AHRQ) within the US Department of Health and Human Services in 2016 and he served in that role until the end of the Obama administration. He currently serves as the co-editor in chief of the journal, Health Services Research. Dr. Bindman was elected to the National Academy of Medicine in 2015.

**Emily Blair** is a Professional Staff Member on the Senate Committee on Veterans' Affairs, Majority Staff. Her portfolio of issues include mental health and suicide prevention, VA medical research and development, and rural health care and telemedicine. Before coming to the Committee, Emily was a Senior Manager for Legislative Affairs at NAMI, the National Alliance on Mental Illness where she led the organization's lobbying efforts on Capitol Hill around military and veterans' mental health care policy. Prior to her time at NAMI, Emily worked as a Legislative Aide for a member of Congress from her home state of Illinois, then as a Legislative Associate at a DC-based consulting firm, all focused on veterans' mental health, defense issues and foreign policy. Emily holds a B.A. in Political Science from Illinois College, and a Graduate Certificate from Air Command and Staff College.

**Commander René Campos, M.B.A.**, serves as the Senior Director of Government Relations, managing matters related to military and veterans' health care, wounded, ill and injured, and caregiver policy. She began her 30-year career as a photographer's mate, enlisting in 1973, and was later commissioned a naval officer in 1982. Her last assignment was at the Pentagon as the associate director in the Office of Military Community and Family Policy under DoD Personnel and Readiness. Commander Campos joined MOAA in October 2004, initially to develop and establish a military family program working on defense and uniformed services quality-of-life programs and readiness issues. In September 2007, she joined the MOAA health care team, specializing in Veterans and Defense health care systems, as well as advocating for wounded warrior care and servicewomen and women veteran policies, benefits and programs. Commander Campos serves as a member of The Military Coalition (TMC) — a consortium of nationally prominent uniformed services and veterans' organizations, representing approximately

5.5 million current and former members of the uniformed services, including their families and survivors, serving as the co-chair on the Veterans Committee and as a member of the Health Care, Guard and Reserve, Survivors, and Personnel, Compensation and Commissary Committees.

**Evelyn Chang, M.D., M.S.H.S.**, is a primary care physician and investigator at the VA Greater Los Angeles and Associate Clinical Professor of Medicine at the University of California, Los Angeles (UCLA). Her research interests are in primary care-mental health integration, complex, high-needs patient populations, and addiction disorders. She leads the national evaluation of the PACT Intensive Management initiative funded by VA Office of Primary Care and the QUERI Partnered Implementation project to increase access to Medication-Assisted Treatment for Opioid Use Disorder in VISN22. As a practicing primary care provider, she manages a specialty medical home for high-risk patients with serious mental illnesses. She received her medical degree from the Baylor College of Medicine in Houston, TX and her Master of Science in Health Sciences in health services research from UCLA. She completed her residency in Internal Medicine at the Massachusetts General Hospital in Boston, MA.

**Peter Choi, Ph.D.**, is currently the Group Practice Manager for the VA Rocky Mountain Network (VISN 19) in the U.S. Department of Veterans Affairs, Veterans Health Administration and has been in the position since October, 2018. His duties involve oversight and management of the VISN 19 GPM program which focuses on optimizing clinic efficiency and improving outpatient access to care across 8 VA Hospitals/Health Care Systems and 123 additional sites of care. He began his VA career as the Group Practice Manager at VA Central Iowa. Prior to coming to the VA, he served as a Public Health Analyst at the National Institute of Allergy and Infectious Diseases in the Strategic Planning and Evaluation Branch in the Director's Office after completing a 5 year post-doctoral research fellowship at the National Institute of Diabetes and Digestive and Kidney Disorders.

**John C. Fortney, Ph.D.**, is a Professor in the Department of Psychiatry and Behavioral Sciences at the University of Washington School of Medicine, and the Director of the Division of Population Health. He is also a Research Career Scientist at the HSR&D Center for Innovation for Veteran-Centered and Value-Driven Care at the VA Puget Sound Health Care System and Director of the Virtual Specialty Care QUERI Program. For the last 30 years Dr. Fortney's research has focused on issues of access to care, especially the delivery of mental health services in rural primary care clinics. His research has been supported by NIMH, NIAAA, PCORI and VA HSR&D.

**Lillian Gelberg, M.D., M.S.P.H.**, is Professor in the Department of Family Medicine at the UCLA David Geffen School of Medicine at UCLA and Department of Health Policy and Management at the UCLA Fielding School of Public Health and the VA Greater Los Angeles Healthcare System. She is an elected member of the National Academy of Medicine of the National Academy of Sciences. She graduated from Harvard Medical School in 1981. Dr. Gelberg has been PI or co-investigator on over \$50 million of research funding, published over 150 peer-reviewed papers, and mentored over 100 young investigators. Her work with diverse, low-income patients and homeless populations, including Veterans and their families, is advancing the national agenda to end homelessness and to promote healthy lifestyle change via



integration of prevention into primary care - to reduce risky substance use and prevent progression to opioid and other substance use disorders, address obesity, and prevent metabolic diseases. Her work has been funded by the National Institute on Drug Abuse, National Institute of Mental Health, National Institute on Alcohol Abuse and Alcoholism, Patient-Centered Outcomes Research Institute, and others.

**Kevin Grumbach, M.D.**, is the Hellman Endowed Professor of Family and Community Medicine and Chair of the Department of Family and Community Medicine at the University of California, San Francisco. He is a Founding Director of the UCSF Center for Excellence in Primary Care and Co-Director of the Community Engagement and Health Policy Program for the UCSF Clinical and Translational Science Institute. He served as Vice President for Population Health for the UCSF Health system from 2015-2018. His research and scholarship on the primary care workforce, innovations in the delivery of primary care, racial and ethnic diversity in the health professions, and community health improvement have widely influenced policy and practice. With Tom Bodenheimer, he co-authored the best-selling textbook on health policy, *Understanding Health Policy - A Clinical Approach*, now in its 7<sup>th</sup> edition, and the book, *Improving Primary Care – Strategies and Tools for a Better Practice*, both published by McGraw Hill. He received a Generalist Physician Faculty Scholar award from the Robert Wood Johnson Foundation, the Health Resources and Services Administration Award for Health Workforce Research on Diversity, the Richard E. Cone Award for Excellence and Leadership in Cultivating Community Partnerships in Higher Education, and the UCSF Chancellor’s Public Service Award. He was elected to the National Academy of Medicine in 1997. Dr. Grumbach has been an advisor to Congressional Committees and government agencies on primary care and health reform and a member of the National Advisory Council for the Agency for Healthcare Research and Quality, and serves on the Steering Committee of San Francisco Health Improvement Partnerships. He practices family medicine at the Zuckerberg San Francisco General Hospital and the Lakeshore Family Medicine Center at UCSF Health.

**Leonie Heyworth, M.D.**, partners her clinical experience with her research and dedication to telehealth expansion for the six million Veterans who rely on VA for health care. Dr. Heyworth supports national synchronous telehealth programs, policies and initiatives to enable front-line care teams across the VA enterprise to deliver quality and accessible video telehealth.

Previously, she served as lead on the phased integration of video telehealth into Primary Care as Acting Telehealth Lead and served as the Acting Chief Consultant for the VHA Office of Primary Care. In these roles, she supported the expansion of Tele-Primary Care and expansion of video telehealth and mobile application use in Primary Care and clinical call centers, and played a key role in the enterprise-wide roll out of VA Video Connect. She was a founding leader of the VA Telehealth Emergency Management Team, established in response to Hurricanes Harvey and Maria in 2017.

Dr. Heyworth earned her MD from Harvard Medical School and completed a residency in Internal Medicine and Primary Care at Brigham and Women’s Hospital. She completed her MPH in Clinical Effectiveness from the Harvard School of Public Health in conjunction with a General Medicine Fellowship at Brigham and Women’s Hospital and VA Advanced Fellowship at the Center for Healthcare Organization and Implementation Research (CHOIR) at VA Boston. Her

scholarly interests include clinical innovation and systems improvement with multiple peer-reviewed publications. Dr. Heyworth currently practices primary care at VA San Diego. She is board certified in internal medicine and is an Associate Professor at the University of California, San Diego.

**Kenneth W. Kizer, M.D., M.P.H.**, has served as Chief Health Care Transformation Officer and Senior Executive Vice President of Atlas Research since July 2019. An internationally respected health care leader and physician executive, Dr. Kizer is widely known for his expertise and accomplishments in health system transformation, patient safety and quality improvement, population health management, and veterans' health issues. He is an elected member of both the National Academy of Medicine and the National Academy of Public Administration. Dr. Kizer's broad experience includes engineering the internationally acclaimed transformation of the Veterans Healthcare System – the nation's largest healthcare system – in the late 1990s when serving as the VA's Undersecretary for Health. Dr. Kizer was also the founding President and CEO of the National Quality Forum, considered by many as the nation's premier health care quality improvement organization. Early in his career, as Director of the California Department of Health Services and the state's top health official, he orchestrated California's response to the then new HIV/AIDS epidemic, established the internationally renowned California Tobacco Control Program and the "5-a-Day" for Better Health Program that was later adopted by the NCI for national implementation, and oversaw the development of the Department of Toxic Substance Control. In this capacity, he also managed the nation's largest Medicaid program for more than six years, during which time he pioneered Medicaid managed care. Prior to serving as state health director he was the Director of the state's Emergency Medical Services Authority, in which role he was the architect of California's statewide Emergency Medical Services system. More recently, he was the founding Director of the Institute for Population Health Improvement and a distinguished professor at the University of California Davis. He also served as the inaugural Chief Medical Officer for the California Department of Managed Health Care. Dr. Kizer is board certified in six medical specialties and/or subspecialties and a fellow or distinguished fellow of 12 professional societies. He was a practicing emergency physician for more than 15 years. He has authored more than 500 original articles, book chapters and other reports in the professional literature, and is the recipient of numerous national awards and recognitions. He graduated with honors from Stanford University and the UCLA Schools of Medicine and Public Health and completed postgraduate training at the University of California San Francisco. He is a veteran of the U.S. Navy and a widely recognized expert on health conditions associated with divers and deep sea diving.

**Pamela LeDeaux, M.D.**, has been employed by the Veteran's Health Administration (VHA) at VA New Jersey Health Care System since 2010. She served for 7 years as the Associate Chief of Staff for the Ambulatory Care Service and then became the medical center Chief of Staff in November 2018. In her current role Dr. LeDeaux is responsible for oversight of medical services throughout the medical center including implementation of local and national initiatives related to quality, access, and Whole Health for Veterans enrolled in the health care system. Dr. LeDeaux graduated from Bucknell University in Lewisburg, PA with a B.A. in Biology and Drexel University in Philadelphia, PA with an M.S. in Environmental Science. She received her medical degree from Rutgers University – Robert Wood Johnson Medical School in Piscataway, NJ. She is board certified in Family Medicine and comes from a background of private primary

care practice, integrated healthcare system experience, and academic family medicine. She came to the VA after serving as the Associate Chief of Medicine for Quality at a Kaiser Permanente facility in Atlanta, GA, The Southeast Permanente Medical Group. In addition, she was the Program Director of a Relationship-centered Family Medicine Residency Program for seven years in Pennsylvania. During her tenure she participated in numerous primary care innovations. Throughout her career Dr. LeDeaux has been involved in a variety of primary care transformative care delivery projects including the Patient Centered Medical Home, Open Access Scheduling, Patient Activation/Self-Management in Chronic Illness, Informed/Shared Decision-Making, VA Voices for Managers & Supervisors, and Whole Health to bring about Veteran patient health and well-being. Dr. LeDeaux was instrumental in the development of VA New Jersey's Center for Health & Wellness which opened in 2013. The Center for Health & Wellness is an integration of Primary Care and Integrative Health services designed to create a learning environment for Whole Health Clinical Care. Dr. LeDeaux is currently serving as the VISN 2 Network Sponsor for Whole Health and on the senior leadership committee for Whole Health at VA New Jersey which is a Whole Health Flagship site. She is responsible to help lead Whole Health transformation within her facility and throughout the VISN. Dr. LeDeaux has also been involved in leading various initiatives designed to improve the quality of care delivered to Veterans at her facility such as reducing avoidable readmissions for patients with Ambulatory Care Sensitive Conditions and improving preventive screening measures. She has also practiced Women's Health throughout her career and serves as the Facility Women's Health Medical Director to ensure quality and parity in the delivery of care to women Veterans.

**Eva Lee, Ph.D.**, is Virginia C. and Joseph C. Mello Chair and Professor in the School of Industrial and Systems Engineering, 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. She is a Distinguished Scholar in Health Systems, Health System Institute at Georgia Tech and Emory University School of Medicine. She previously served as the Senior Health Systems Engineer and Professor for the U.S. Department of Veterans Affairs. She has also served as Co-Director for ten years for the Center for Health Organization Transformation, an NSF Industry/University Cooperative Research Center. Lee's work has included collaboration with the Centers for Disease Control and Prevention on defenses against pandemic and biological weapons, travel to Japan to develop rapid responses to radiation exposure from the Fukushima Daiichi nuclear disaster, the optimization of influenza vaccines based on data to how people respond to the vaccines, the early detection of chronic diseases, and personalized treatment design for cancer, diabetes and other diseases. Lee has received multiple prestigious analytics and practice excellence awards including INFORMS Franz Edelman award, Daniel H Wagner prize, and the Caterpillar and Innovative Applications in Analytics Award for novel cancer therapeutics, bioterrorism emergency response and mass casualty mitigation, personalized disease management, machine learning for best practice discovery, transforming clinical workflow and patient care, vaccine immunity prediction, and reducing hospital acquired conditions. Lee is an INFORMS Fellow. She was also inducted into the American Institute for Medical and Biological Engineering (AIMBE) College of Fellows, the first IE/OR engineer to be nominated and elected for this honor.

**Alexis MacDonald, M.P.A.**, joined the majority staff of the House Veterans' Affairs Subcommittee on Oversight & Investigations in April 2019. She primarily focuses on oversight

of the delivery of health care services by the Veterans Health Administration. In July 2019, Ms. MacDonald and her colleagues organized a House Veterans' Affairs Committee hearing that examined how the Department of Veterans Affairs (VA) currently measures veterans' access to health care (both internally and in the community), what information VA makes available to veterans, the accuracy of VA's reported wait times, and whether opportunities exist to improve the transparency and availability of data on veterans' access to care. Prior to joining the committee, Ms. MacDonald worked for 11 years at the U.S. Government Accountability Office (GAO), where she served as the lead analyst on many reviews relating to the accessibility, quality, and cost of veterans' health care. Through this work—which included site visits to dozens of VA medical facilities nationwide—Ms. MacDonald became intimately familiar with VA's existing policies and processes for appointment scheduling and care coordination, as well as challenges associated with ensuring veterans receive timely access to care. Her work led to numerous recommendations that have been implemented by VA. In 2015, GAO honored Ms. MacDonald with a meritorious service award, in recognition of her outstanding and sustained performance in the oversight of veterans' health care. During her final year at GAO, Ms. MacDonald was detailed to the minority staff of the Senate Committee on Veterans' Affairs, where she supported a variety of VA health care oversight efforts, including the initial implementation of the VA MISSION Act. Ms. MacDonald grew up near Syracuse, NY. She holds a Bachelor of Arts in Political Science from Loyola University Chicago and a Master of Public Affairs with a concentration in Health Policy from the University of Wisconsin – Madison.

**Kameron Matthews, M.D., J.D., F.A.A.F.P.**, is a board-certified family physician, advocate and policy maker with a career focused on underserved patient populations. Overseeing a national budget of more than \$15 billion, she is responsible for the community-based provider network and services that increase access to care for Veterans and select family members nationwide, as well as the associated business processes including claims operations and management, revenue cycle, and quality oversight. She joined the VA in 2016 after multiple leadership roles in Chicago, Illinois in correctional medicine, federally qualified health centers, and managed care. In addition to her current administrative duties, she provides primary care services through the VISN 21 Teleprimary Care Hub. She is a member of the Board of Directors of the National Quality Forum and a member of the Advisory Board of National Minority Quality Forum. She serves as the 2018-2020 National Academy of Medicine James C. Puffer/American Board of Family Medicine fellow. She is honored to have been awarded the 2017 National Minority Quality Forum's 40 Under 40 Leaders in Minority Health.

**Sharyl Nass, Ph.D.**, is a study director and senior program officer at the IOM, where she has worked with the Board on Health Sciences Policy, the Board on Health Care Services, and the National Cancer Policy Board and Forum. She was also recently named as the director of the IOM's National Cancer Policy Forum. Her previous work at the IOM has focused on topics that include developing cancer biomarkers, formulating strategies for large-scale biomedical science, developing technologies for the early detection of breast cancer, improving breast imaging quality standards, improving the Health Insurance Portability and Accountability Act (HIPAA) Privacy Rule, and facilitating contraceptive research and development. Her current IOM position combines her dual interests in biomedical research and health science policy. With a Ph.D. in Cell and Tumor Biology from Georgetown University and postdoctoral training at the Johns



Hopkins University School of Medicine, she has authored numerous papers on the cell and molecular biology of breast cancer. She also holds a B.S. in Genetics and an M.S. in Endocrinology/Reproductive Physiology, both from the University of Wisconsin–Madison. In addition, she studied developmental genetics and molecular biology at the Max Planck Institute in Germany under a fellowship from Fulbright and the German Heinrich Hertz-Stiftung Foundation. Dr. Nass was the 2007 recipient of the IOM’s Cecil Award for Excellence in Health Policy Research.

**Donald Overton** was born 22 February 1968 in Norwalk, Connecticut. He entered active duty in the US Army on 2 February 1988 and upon completion of both Basic Training at Ft. Jackson, South Carolina and Advanced Individual Training at Ft. Gordon, Georgia, he was awarded the MOS of 31K, Combat Signaler. After completion of Airborne School he was assigned to HHC 3rd BN 505th Parachute Infantry Regiment 82nd Airborne Division.

In August of 1990 he deployed with the Advance Party of the 82nd Airborne Division to Saudi Arabia in preparation of Operations Desert Shield / Desert Storm. He was wounded in combat in March of 1991 and subsequently medically retired from the military in June of 1992. He went on to graduate Magna Cum Laude from East Carolina University with a Bachelor’s degree in Social Work. Donald currently resides in Norwalk CT with his wife Margaret and two children, Dustin, age 27, and Jordan, age 15. He possesses a diverse occupational background to include positions held at the federal, state and local levels of government, not-for-profit leadership and extensive volunteer experience. He has over 27 years of active service and leadership within multiple Veterans Service Organizations and currently serves as Director of Government Relations with the Blinded Veterans Association.

**David Pryor, M.D.**, is the former Executive Vice President and Chief Clinical Officer of Ascension. In this role he supported the practices of the 40,000 physicians and caregivers and the practice sites in Ascension Health to deliver improved care for populations of patients. From 2001 to 2011 he was the Chief Medical Officer. Before to joining Ascension Health, Dr. Pryor was Senior Vice President and Chief Information Officer for Allina Health System in Minneapolis. Prior to Allina, he was President of the New England Medical Center Hospitals in Boston. Dr. Pryor spent the first 15 years of his career at Duke University Medical Center, where he served as Director of the cardiology consultation service, the section of Clinical Epidemiology and Biostatistics, the Duke Database for Cardiovascular Disease, and clinical program development. Dr. Pryor has served on numerous national and international committees, as well as authored over 250 publications. He is also a Consulting Associate Professor of Medicine at Duke University Medical Center. Dr. Pryor graduated from the University of Michigan Medical School, and did his medical training at Pennsylvania Hospital and his cardiology fellowship at Duke University.

**Martin Roland, D.M.**, qualified as a doctor at Oxford University in 1975, then trained as a family practitioner and was a practicing FP for 35 years. Following a number of academic posts, he was appointed as Professor of General Practice at the University of Manchester in 1992 where he was Director of the National Primary Care Research and Development Centre from 1994 to 2009. In 2009 he moved to Cambridge to the inaugural RAND Chair in Health Services Research which he held until 2016. Professor Roland’s research focuses on developing ways of measuring and improving the quality of primary medical care. A frequent contributor to health

policy debates in the UK and abroad. In 2016 he chaired a commission for the English National Health Service on the ‘Future of Primary Care’ and was a member of the Commonwealth Fund of New York’s Expert Working Group on developing health systems to meet the needs of patients with complex conditions. He is a Foreign Associate Member of the National Academy of Medicine.

**Patrick Romano, M.D., M.P.H.**, Professor of General Medicine and Pediatrics, is a physician-epidemiologist and health services researcher in the Divisions of General Medicine and General Pediatrics, the Center for Healthcare Policy and Research, and the Graduate Groups in Epidemiology, Clinical Research, and Nursing Science and Healthcare Leadership at the University of California, Davis. Dr. Romano's research and teaching interests focus on developing, testing, and validating health care quality measures, using outcomes data to improve the quality and effectiveness of health care, and studying the role of physicians and nurses in optimizing quality and safety across the health care industry. His research has been almost continuously supported by the Agency for Healthcare Research and Quality since 1994, with additional support from the Centers for Disease Control & Prevention, the Centers for Medicare & Medicaid Services, and several California state agencies, and he has published nearly 200 peer-reviewed papers on a variety of topics related to health care safety and quality. Dr. Romano is an international leader in evaluating and comparing the quality and outcomes of inpatient care, particularly in developing, testing, refining, validating, and adapting measures that can be used to provide a rigorous evidence base for various research and policy purposes. He currently serves as co-editor in chief of Health Services Research and as a member of the National Quality Forum’s Scientific Methods Panel. Dr. Romano is a graduate of Princeton University, Georgetown University School of Medicine, and the University of California, Berkeley School of Public Health. He completed training in internal medicine and pediatrics at University Hospitals of Cleveland, followed by fellowship training in health services research at University of California, San Francisco.

**Lisa V. Rubenstein M.D., M.S.P.H., F.A.C.P.**, is a physician policy researcher at the RAND Corporation and professor emeritus of medicine and public health at the University of California, Los Angeles (UCLA). She is a former Robert Wood Johnson Clinical Scholar, past president of the Society of General Internal Medicine, and former board member of AcademyHealth. Her focus is on redesigning health care systems through quality improvement and implementation research. With RAND collaborators, she has implemented and evaluated collaborative care for depression inside and outside of the Veterans Affairs (VA) health system. With key support from RAND and the UCLA School of Public Health, she continues to evaluate VA’s patient-centered medical home primary care model, and methods for improving management for complex or high-risk primary care patients. She has particular expertise in implementation and evaluation of complex interventions, systematic evidence review for quality improvement, and performance measurement in outpatient, inpatient, and nursing home settings.

**Brian S. Skow, M.D.**, currently serves as the Avera eCARE Chief Medical Officer, an affiliation of Avera Health, a 31-hospital integrated medical system based in Sioux Falls, South Dakota. Avera eCARE provides telehealth services to more than 500 facilities across 32 states and has impacted over 2 million patients since their inception in 2007. At eCARE, Dr. Skow provides

direction to multiple telehealth service lines, including ICU, Pharmacy, Hospitalist, Senior Care, School Nurse, Virtual Consult, Avera Now (direct to consumer), Prison, Specialty Clinic, Indian Health Services, Behavioral Health and Emergency. In addition, he has served as the Medical Director of Avera eCare Emergency and in this role has logged over 15,000 hours of direct patient telehealth experiences.

In the span since Avera eCARE Emergency's launch, Dr. Skow has seen the eCARE Emergency program grow to over 200 sites across 16 states. As an Avera Emergency Physician for the past 17 years, Dr. Skow brings a wealth of emergency room experience to the eCARE team and has stated, "It's a rewarding experience to collaborate with on-site providers, many of whom are in rural locations. This is Emergency Medicine in its purest form."

Dr. Skow attended medical school at the University of North Dakota. He completed his Emergency Medicine Residency at St. Vincent Mercy Medical Center in Toledo, Ohio. He is a graduate of the University of Sioux Falls Vucurevich School of Business. Dr. Skow is certified by the American Board of Emergency Medicine and a Fellow of the American College of Emergency Physicians. His special interests include telehealth, emergency department management, bedside ultrasound, toxicology and critical care procedures as well as serving as an aeromedical physician for LifeFlight.

**Jeannette E. South-Paul, M.D.**, was the Andrew W. Mathieson UPMC Professor and Chair of the Department of Family Medicine at the University of Pittsburgh School of Medicine from 2001 – 2020 retiring in 2020. Prior to joining the faculty at the University of Pittsburgh School of Medicine and UPMC, she served as a Medical Corps officer in the U.S. Army, retiring in 2001 while serving as Chair of Family Medicine at the Uniformed Services University of the Health Sciences and previously as Vice President for Minority Affairs at the same institution. Dr. South-Paul is responsible for the educational, research and clinical activities of the undergraduate and graduate medical education, faculty practice, and community arms of 3 family medicine residencies and seven ambulatory clinical sites in Allegheny County (Pittsburgh), Pennsylvania. She is also responsible for the academic missions of 5 additional UPMC Family Medicine residencies in Blair, Mercer, Lycoming, and Lancaster counties, Pennsylvania. She is a practicing family physician who includes maternity care, as well as an academician with specific interests in the areas of cultural competence, maternity care, and health disparities in the community – to include developing the first federally-qualified health center within UPMC in 2002. Dr. South-Paul has served in leadership positions in the Society of Teachers of Family Medicine (STFM), the American Academy of Family Physicians, the Association of American Medical Colleges, and the Association of Departments of Family Medicine to include serving as President of the Uniformed Services of American Family Physicians and the STFM. Dr. South-Paul earned her B.S. degree from the University of Pennsylvania, her M.D. at the University of Pittsburgh School of Medicine and was elected to the Institute of Medicine (now National Academy of Medicine) in 2011.

**Laura D. Taylor, L.S.C.S.W., M.S.W.**, was appointed as the National Director, Social Work in May 2014. In this role, she serves as the principal advisor on Social Work Professional Practice, including providing guidance to the Deputy Chief Officer, Patient Care Services, Care Management and Social Work, as well as Network and Medical Center Directors, and other VA

and VHA offices. Ms. Taylor is responsible for the professional practice of 15,000 masters prepared VHA Social Workers, the largest single employer of Social Workers in the United States of America. Ms. Taylor provides orientation to the role of Social Work Executive and oversees the graduate Social Work training program, with over 900 stipends; the largest Social Work training program nationwide. Ms. Taylor develops national policy for Professional Social Work for VA Central Office, VISN and medical center leaders. In addition, she provides guidance and consultation on Social Work practice within VHA.

**B. Rao Tripuraneni, M.D.**, has been in the role of Associate Medical Director for Access and Service, Behavioral Health at Mid-Atlantic Permanente Medical Group since 2009. He started his career with The Permanente Medical Group in Northern California in 1993 and transferred in 2009 to Mid-Atlantic Permanente Medical Group (MAPMG) in his current role. Dr. Tripuraneni's work at MAPMG is primarily focused on utilizing data to optimize the member experience and to improve member access to medical care across the care delivery in Primary Care and Specialties. In addition, he also oversees Behavioral Health services and Radiology services across the region. He collaborates with leadership of the MAPMG and other operational leaders to drive the performance in providing superior care experience through improved access and service using the data. Dr. Tripuraneni is a practicing Child and Adolescent psychiatrist. He completed his medical education at Nagarjuna University, Guntur, India, his residency training in Adult Psychiatry at Chicago Medical School, North Chicago, IL and his fellowship in Child & Adolescent Psychiatry at Harbor-UCLA Medical Center, Torrance, CA. He is quintuplet boarded in Adult Psychiatry, Child Psychiatry, Addiction Medicine, Geriatric Medicine, and Psychosomatic Medicine. In his free time Dr. Tripuraneni likes to travel and is also an avid runner and ran 15 marathons.

**Donna L. Washington, M.D., M.P.H.**, a primary care physician and health services researcher, is Director of the VHA Health Equity-Quality Enhancement Research Initiative National Partnered Evaluation Center. She is Women's Health Focused Research Area Lead for the VA HSR&D Center for the Study of Healthcare Innovation, Implementation, and Policy (CSHIIP), Director of the VA Greater Los Angeles-UCLA Advanced Fellowship in Women's Health, and Professor of Medicine in Residence at UCLA Geffen School of Medicine.

Dr. Washington has devoted her career to addressing the health care needs of vulnerable and underserved populations, particularly women Veterans and racial/ethnic minority Veterans. She is nationally recognized for her scholarly work on health care access, quality, and equity for these populations. Her work has led to national VA policies to address delivery of services for women, and has contributed to VA's strategic plan for improving health equity.

Dr. Washington has received several awards for her work, including VA HSR&D Research Career Development Awards, a Robert Wood Johnson Foundation Amos Medical Faculty Development Program award, the 2015 Society of General Internal Medicine's Herbert Nickens Award, and the 2019 Congressional Black Caucus Veterans Braintrust Award.

**Hal Yee Jr., M.D., Ph.D.**, is Chief Deputy Director and Chief Medical Officer for the Los Angeles County Department of Health Services. In this role he helps lead the nation's largest county health system, including 4 academic medical centers, a large ambulatory care network,



affiliations with USC, UCLA, and Drew Schools of Medicine, >20,000 employees, and a budget of ~\$6B. He serves on the Board of the California Association of Public Hospitals and Health Systems, as well as on the advisory boards of the UCLA and Southern California Clinical and Translational Science Institutes. Previously, he was Rice Memorial Distinguished Professor of Medicine at the University of California, San Francisco; founding director of the UCSF-SFGH Center for Innovation in Access and Quality; and Chief Medical Officer and Chief of Gastroenterology at San Francisco General Hospital and Trauma Center. Dr. Yee graduated from Punahou School and Brown University, received his MD and PhD from UCLA, and completed internal medicine residency, gastroenterology and post-doctoral research fellowships at UCSF. He has had 20 years of extramural grant funding and authored over 80 publications. He made fundamental discoveries in our understanding of the molecular signals that control cellular contraction and motility, and the pathogenesis of hepatic and intestinal fibrosis. Since 2005 his research has evolved to focus on development and implementation of disruptive interventions to improve the effectiveness and efficiency of specialty health care delivery. Most notably he conceived of and served as the architect for the implementation and evaluation of award-winning electronic specialty care referral and consultation management systems in both San Francisco and Los Angeles's health care safety nets. This approach has transformed access to, and the quality of, specialty care, across the U.S. and Canada and spawned an emerging industry. More recently he conceived of and helped lead implementation of the *Expected Practice*, a novel approach to successfully standardizing clinical practice.

**Heather M. Young, Ph.D., R.N., F.A.A.N.,** is a nurse leader, educator, scientist and expert in gerontological nursing and rural health care. Young is a professor and dean emerita for the Betty Irene Moore School of Nursing at UC Davis. As founding dean of the Betty Irene Moore School of Nursing and Associate Vice Chancellor for Nursing for UC Davis Health, Young led the establishment of the school, the development of five new graduate programs in Nursing Science and Health-Care Leadership, the design and construction of Betty Irene Moore Hall and the formation of a nursing science research program focused on healthy systems and healthy people. Her research and clinical interest is the promotion of healthy aging with a particular focus on the interface between family and formal health-care systems. She was instrumental in shaping long term care policies in Washington State and beyond through policy research on nurse delegation in assisted living and adult family homes as well as on self-directed care. Her current research focuses on person-centered and community-based health promotion and chronic disease management strategies for older adults using innovative technology and increasing capacity of family caregivers.