

Invitational Workshop

Participants

- Karen Adams, PhD, MT
National Quality Forum
- Carol J. Bickford, PhD, RN-BC
American Nurses Association
- Margaret “Meg” Campbell, PhD, RN, FAAN
Detroit Receiving Hospital
- Pamela F. Cipriano, PhD, RN, FAAN, NEA-BC
American Nurse Today
- Janet M. Corrigan, PhD, MBA
National Quality Forum
- Nancy E. Donaldson, DNSc, RN, FAAN
UCSF School of Nursing
- Patricia Dreihobl, MPH, RN
Centers for Disease Control and Prevention
- Nancy Dunton, PhD
University of Kansas School of Nursing
- Lillee Smith Gelas, MSN, RN, FAAN
VHA, Inc.
- Tina Grannis, BSN, RN
National Quality Forum
- Susan Hassmiller, PhD, RN, FAAN
Robert Wood Johnson Foundation
- Bonnie Mowinski Jennings, DNSc, RN, FAAN
Consultant
- Rosemary Kennedy, MBA, RN, FAAN
National Quality Forum
- Mary E. Kerr, PhD, RN, FAAN
National Institutes of Health/National Institute for Nursing Research
- Gerri S. Lamb, PhD, RN, FAAN
Arizona State University
- Lindsay Lang, MSHA, RN
National Quality Forum
- Norma M. Lang, PhD, RN, FAAN, FRCN
University of Wisconsin-Milwaukee College of Nursing
- Jerod M. Loeb, PhD
The Joint Commission
- Karen Dorman Marek, PhD, MBA, RN, FAAN
University of Wisconsin Milwaukee College of Nursing
- Bernadette Mazurek Melnyk, PhD, RN, CPNP/NPP, FNAP, FAAN
Arizona State University
- Jeannie Miller, MPH, RN
Centers for Medicare and Medicaid Services
- Pamela Mitchell, PhD, CNRN, FAAN
University of Washington
- Shirley M. Moore, RN, PhD, FAAN
Case Western Reserve University
- Mary D Naylor, PhD, RN, FAAN
University of Pennsylvania School of Nursing
- Jack Needleman, PhD, FAAN
UCLA School of Public Health
- James Owen, PharmD
American Pharmacists Association
- Rebecca M. Patton, MSN, RN, CNOR
American Nurses Association
- Christopher Queram, MA, FACHE
Wisconsin Collaborative for Healthcare Quality
- Bernie Rosof, MD, FACP
American Medical Association-Physician Consortium for Performance Improvement
- Linda J. Shinn, MBA, RN, CAE
Consensus Management Group
- Linda J. Stierle, MSN, RN, NEA-BC
Consultant
- Peggy Troy, MSN, RN
Children’s Hospital of Wisconsin
- Tom Valuck, MD, JD
National Quality Forum
- Wendy Vernon, MPH, MPT
National Quality Forum
- Mary Wakefield, PhD, RN, FAAN
Health Resources and Services Administration
- Linda S. Warino, BSN, RN, CPAN
Western Reserve Care Services

Marla J. Weston, PhD, RN
American Nurses Association

Cecili Thompson Williams
National Partnership for Women and Families

Planning Committee

Marybeth Farquhar, PhD, MSN, RN
National Quality Forum
Pat Ford-Roegner, MSW, RN, FAAN
American Academy of Nursing
Rita Munley Gallagher, PhD, RN
American Nurses Association
Tina Grannis, BSN, RN
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Lindsay Lang, MSHA, RN
National Quality Forum
Norma M. Lang, PhD, RN, FAAN, FRCN
University of Wisconsin-Milwaukee
College of Nursing
Mary Jean Schumann, MSN, MBA, RN, CPNP
American Nurses Association
Laura Thornhill, JD
American Academy of Nursing

Observers

Nursing Organization Representatives

Betty MacLaughlin Frandsen, RN, NHA,
MHA, CDONA/LTC
AANAC (American Association of Nurse
Assessment Coordinators)
Lisa J. Thiemann, CRNA, MNA
American Association of Nurse Anesthetists
Donna Hathaway, PhD, RN, FAAN
American Association of Colleges of Nursing
Margarete Lieb Zalon, PhD, RN, ACNS-BC
American Nurses Foundation
Jeanne Floyd, PhD, RN, CAE
American Nurses Credentialing Center
Verena Briley Hudson, MN, RN
American Organization of Nurse Executives
Linda Groah, RN, MSN, CNOR, CNA, FAAN
AORN (Association of periOperative Nurses)
Kathy G. Clark, MSN, RN, CRRN
Association of Rehabilitation Nurses
Joanne Barnes, MS, RNC
Association of Women's Health, Obstetric and
Neonatal Nurses
Teresa M. Haller, MSN, MBA, RN, CNA-BC
Center for American Nurses

AnnMarie Papa, RN, MSN, CEN, NE-BC,
FAEN
Emergency Nurses Association
Elizabeth Capezuti, PhD, RN, CS, FAAN
Hartford Institute for Geriatric Nursing
Judy Lentz, RN, MSN, NHA
Hospice and Palliative Nurses Association
Mary Alexander, MA, RN, CRNI, CAE, FAAN
Infusion Nurses Society
Melanie Duffy, MSN, RN, CCRN, CCNS
National Association of Clinical Nurse
Specialists
Rita H. Pickler, PhD, RN, PNP-BC, FAAN
National Association of Pediatric Nurse
Practitioners
Isis Montalvo, MS, MBA, RN
National Center for Nursing Quality
Ellen T. Kurtzman, MPH, RN
Nursing Safety and Quality Alliance
Kristen Fessele, RN, MSN, APRN-BC, AOCN
Oncology Nursing Society

National Quality Forum Staff

Ian Corbridge, MPH, RN
Karen Pace, PhD, RN
Dan Rafter

Ashlie Wilbon
Bonnie L. Zell, MD, MPH

American Nurses Association Staff

François Marjorie

Marsha Russell

Karen Adams, PhD, MT

Karen Adams, PhD, MT is Vice President of National Priorities at the National Quality Forum (NQF). In this role she oversees the *National Priorities Partners*, a multi-stakeholder initiative that is establishing priorities and goals for health care quality improvement and public reporting. Immediately prior to assuming her position at NQF, Dr. Adams served as Program Officer of the Commonwealth Fund's State Innovations Program. She also served on several quality related projects at the Institute of Medicine (IOM) including: lead staff on the Performance Measures Subcommittee and the Pay for Performance Subcommittee of the congressionally mandated study *Redesigning Health Insurance Performance Measures, Payment, and Performance Improvement Programs*; study director of the project *Priority Areas for National Action: Transforming Health Care Quality*; and co-study director of *The 1st Annual Crossing the Quality Chasm Summit: A Focus on Communities*. Before coming to the IOM, she held the rank of assistant professor in the Department of Medical and Research Technology, University of Maryland School of Medicine and also was the academic coordinator of the undergraduate medical technology program. She received her undergraduate degree in medical technology from Loyola College, a master's degree in management from the College of Notre Dame, and a doctorate degree in health policy from the University of Maryland. During her doctoral studies she was awarded an internship at the Agency for Healthcare Research and Quality (AHRQ) where she researched and synthesized of over 30 years of innovations in medical informatics attributable to AHRQ funding and its predecessors. Dr. Adams is also a certified Medical Technologist with experience in a variety of clinical laboratory settings.

Carol J. Bickford, PhD, RN-BC

Carol J. Bickford, PhD, RN-BC is a registered nurse with over thirty seven years experience in diverse medical-surgical, ambulatory care, administrative, and informatics positions. She is board certified in nursing informatics by the American Nurses Credentialing Center. Dr. Bickford received her BSN degree from the University of Wisconsin-Eau Claire, completed her Masters of Science degree in nursing at Rush University in Chicago, and received her PhD in nursing informatics from the University of Maryland, Baltimore. Her dissertation research examined how nurses in clinical practice describe the concept of the computer-based patient record.

Dr. Bickford is a senior policy fellow in the Department of Nursing Practice and Policy at the American Nurses Association (ANA). In this capacity she directs and supports the ANA professional standards and informatics initiatives and serves as the ANA and nursing representative to numerous governmental and organizational groups and events.

Before assuming her ANA position, she retired from active duty military service in the US Navy Nurse Corps. In the latter portion of her military career, Dr. Bickford served as the Navy military department Composite Health Care System (CHCS) Training Coordinator. Her earlier informatics assignment as the Project Officer focused on the installation of two hospital information systems in an acute care facility and multiple, associated but remote ambulatory care clinics. Dr. Bickford has published and presented both nationally and internationally. She helped create and serves as one of the faculty members of the award winning Weekend Immersion in Nursing Informatics (WINI), a professional development continuing education experience for nurses.

Dr. Bickford is an active member of numerous standards and professional organizations, such as the ASTM E-31 and E-34 Standards Committees, ISO TC-215 US TAG, American Medical Informatics Association (AMIA) and its Nursing Informatics Working Group (NI-WG), Healthcare Information and Management Systems Society (HIMSS), ARMA International, American Society for Information Science and Technology (ASIS&T), ACM, and Sigma Theta Tau.

Margaret Campbell, PhD, RN, FAAN

Margaret Campbell, PhD, RN, FAAN is a nationally recognized expert in hospital-based palliative care consultation. The Palliative Care service at Detroit Receiving Hospital pre-dates most other programs and is noted for providing comprehensive palliative care across hospital departments and units using existing hospital resources with only small financial outlay. She was one of the earliest clinicians to measure and disseminate positive financial outcomes from palliative care consultation. Dr. Campbell is also a founder and associate director of the Center to Advance Palliative-Care Excellence (CAPE) at Wayne State University.

Dr. Campbell has served on a number of committees, task forces, and collaboratives to improve care of the dying, including the Institute of Medicine Committee that produced the report “Approaching Death”, the Robert Wood Johnson foundation supported Last Acts program, the Institute for Healthcare Improvement breakthrough collaborative “Improving care at the end of life”, and the Advisory Committee to the National Consensus Project. She is currently the President-Elect of the Hospice and Palliative Nurses Association.

After graduating with a diploma in nursing, Dr. Campbell continued her education with Bachelor’s and Master’s degrees in Nursing from Wayne State University and her PhD in Nursing at the University of Michigan. Dr. Campbell was inducted as a fellow in the American Academy of Nursing in 1999 and is board-certified in Medical-Surgical Advanced Practice through the American Nurses Credentialing Center and also board-certified as a Palliative Care Advanced Practice Nurse through the National Board for Certification for Hospice and Palliative Nurses.

Dr. Campbell has been active in health services research to measure hospital outcomes of palliative care consultation. Her current program of research focuses on the biobehavioral responses associated with dyspnea in cognitively impaired patients. She has been extensively published in peer-reviewed journals and speaks regularly at local and national meetings. Dr. Campbell recently published *Nurse to Nurse Palliative Care* with McGraw-Hill Book Companies. She is the current President of the Hospice and Palliative Nurses Association (HPNA).

Pamela F. Cipriano, PhD, RN, NEA-BC, FAAN

Pamela F. Cipriano, PhD, RN, NEA-BC, FAAN recently completed nine years as the Chief Clinical and Chief Nursing Officer at the University of Virginia Health System, achieving Magnet Recognition. She currently serves as Special Advisor to the Chief Nursing Officer and Clinical Associate Professor in the School of Nursing.

Dr. Cipriano is a Fellow in the American Academy of Nursing and chairs the Academy's Workforce Commission which is studying technology solutions to improve the work environment to make patient care safer and more efficient. She serves as Editor-in-Chief of *American Nurse Today*, the official journal of the American Nurses Association. Throughout her career, she has been a leader in national nursing organizations addressing issues of policy, administration, quality, and clinical practice. Most notably, she was Treasurer of the American Nurses Association, and on the Board of Directors of the American Academy of Nursing. She serves on the Joint Commission's National Nursing Advisory Council, and has been a Sigma Theta Tau International Distinguished Scholar, and an American Nurses Foundation Scholar. In addition to serving as a hospital administrator and nurse executive, she has held roles as a clinical nurse specialist, manager, faculty member, and staff nurse.

In 2008, she received the "Distinguished Membership Award" from the American Nurses Association, and the University of Pennsylvania School of Nursing Outstanding Alumna Award for leadership in Nursing.

Janet M. Corrigan, PHD, MBA

Janet M. Corrigan, PHD, MBA is President and CEO of The National Quality Forum, a private, not-for-profit standard-setting organization established in 1999. The NQF mission includes: setting national priorities and goals for performance improvement; endorsing national consensus standards for measuring and publicly reporting on performance; and promoting the attainment of national goals through education and outreach activities. From 1998 to 2005, Dr. Corrigan was Senior Board Director at the Institute of Medicine (IOM). She provided leadership for IOM's *Quality Chasm Series* which produced ten reports during her tenure including: *To Err is Human: Building a Safer Health System* and *Crossing the Quality Chasm: A New Health System for the 21st Century*. Prior to joining IOM in 1998, Dr. Corrigan was Executive Director of the President's Advisory Commission on Consumer Protection and Quality in the Health Care Industry.

She is the recipient of numerous awards including: IOM Cecil Award for Distinguished Service (2002), American College of Medical Informatics Fellow (2006), American College of Medical Quality Founders' Award (2007), Health Research and Educational TRUST Award (2007), and American Society of Health System Pharmacists' Award of Honor (2008).

Dr. Corrigan serves on numerous boards and committees including: Quality Alliance Steering Committee (2006 - present); Hospital Quality Alliance (2006 - present), National Center for Healthcare Leadership (2003 - present), the Kaiser Permanente Institute for Health Policy Advisory Board (2004 - present), the National eHealth Collaborative (NeHC) Board of Directors (2008 - present), the eHealth Initiative Leadership Council (2008 - present), the Robert Wood Johnson Foundation's Aligning Forces for Healthcare Quality (AF4Q) National Advisory Committee (2007 - present), and the Health Information Technology (HIT) Standards Committee of the U.S. Department of Health and Human Services (2009 - present).

Dr. Corrigan received her doctorate in health services research and master of industrial engineering degrees from the University of Michigan, and masters' degrees in business administration and community health from the University of Rochester.

Nancy E. Donaldson RN, DNSc, FAAN

Nancy E. Donaldson RN, DNSc, FAAN is Clinical Professor and founding Director, Center for Nursing Research & Innovation, UCSF School of Nursing. Since 1996, Donaldson has served as the Co-Principal Investigator for the Collaborative Alliance for Nursing Outcomes Project (CALNOC), a robust, international, nursing quality measurement research and development project. Donaldson received her BSN and MSN degrees in Nursing from California State University Los Angeles and a Doctorate in Nursing Science from UCSF School of Nursing.

Donaldson has been engaged in clinically-based, multisite, quality improvement and research translation research and capacity development for two decades and is an internationally recognized leader in nursing quality measurement, nurse staffing effectiveness and clinical patient safety; triple funded by AHRQ and HRSA from 2001-2005 as a patient safety investigator. In addition to her ongoing and substantial roles as CALNOC Co-PI, Donaldson is PI for the current UCSF RWJF INQRI Study “Impact of Medical Surgical Acute Care Microsystem Nurse Characteristics and Practices on Patient Outcomes”.

Dr. Donaldson serves as a member of the National Advisory Council for Healthcare Research & Quality of the Agency for Healthcare Research & Quality (AHRQ) and served, from 2001 to 2008 on the AHRQ Patient Safety Research Coordinating Center Steering Committee. Donaldson has served as a member of the California Health Policy & Data Advisory Commission AB 524 Technical Panel since 1997, and has served on myriad nursing and healthcare quality advisory panels nationwide. Donaldson is a member of the American Academy of Nursing Expert Panel on Quality.

Formerly, Donaldson was Director of Nursing Research, University of California Irvine Medical Center (1988-1993); Executive Director Clinical Effectiveness, UniHealth (1993-1995). From 1996-2008, Donaldson was founding co-editor of Cinahl’s *On-line Journal Clinical Innovation*, an early web-based publication intended to expedite the harvest and transfer of new knowledge to improve nursing practice and patient outcomes.

Patricia Drehobl, MPH, RN

Patricia Drehobl, RN, MPH is Associate Director, Program Planning and Development, Office of Workforce and Career Development, Centers for Disease Control and Prevention (CDC). Ms. Drehobl has been with CDC since 1990, and has worked in an array of public health programs. In the late 1990's, Ms. Drehobl served as the Director of CDC's Continuing Education Unit, responsible for implementing CDC's first accreditation from the American Nurses Credentialing Center. In the aftermath of September 11, 2001, Ms. Drehobl took a leadership role in the field of public health preparedness and emergency response, responsible for the formation and training of CDC's first emergency response teams. In 2003, Ms. Drehobl assumed leadership of CDC's Career Epidemiology Field Officer (CEFO) Program, which assigns CDC epidemiologists to state and local health department assignments to enhance epidemiologic capacity and ability to respond to terrorist threats and other public health emergencies. In September 2007, Ms. Drehobl became the director of the Program Planning, Communications, and Development Unit in CDC's Office of Workforce and Career Development (OWCD). In this role, she leads development of new public health workforce-related programs within CDC and nationwide, as well as oversees communications, marketing, and policy management for OWCD.

Throughout her CDC career, Ms. Drehobl has been a public health nursing advocate and has worked to establish strong relationships between CDC and the nursing profession. Since 2005, Ms Drehobl has been CDC's lead for a new collaboration with the Association of State and Territorial Directors of Nursing (ASTDN), the Association of State and Territorial Health Officials (ASTHO), the National Association of County and City Health Officials (NACCHO), and the Office of the Chief Nurse, U.S. Public Health Service, to enhance the capacity of public health nurses with a focus on leadership activities. This collaboration has blossomed to include new opportunities for linkages with other federal agencies and professional nursing organizations; it has also raised awareness among CDC leadership about the importance of nursing's many contributions in achieving CDC's public health goals. Her awards include the U.S. Public Health Service Chief Nurse Officer Award, (2007 and 2002), Association of State and Territorial Directors of Nursing Special Recognition Award (2006), CDC Distinguished Service Award (2006), and U.S. Department of Health and Human Services Secretary's Award for Distinguished Service (2002).

Nancy E. Dunton, PhD

Nancy E. Dunton, PhD is a Research Professor in the School of Nursing at the University of Kansas Medical Center, with a joint appointment in the School of Medicine's Department of Health Policy and Management. She is the principal investigator for the National Database of Nursing Quality Indicators® (NDNQI).

Dunton received her PhD in Sociology from the University of Wisconsin-Madison. During the first part of her career, she held positions as a demographer and research scientist. During this period, she developed quality indicators on children's quality of life. In 1998, she and Dr. Roma Lee Taunton, PhD, RN, FAAN, were awarded a contract from the American Nurses Association to develop and maintain NDNQI. Dunton has been the director of NDNQI since that time, growing the database from 28 hospitals to 1500. She has guided the NDNQI team in indicator development, quadrupling the original number of NDNQI indicators. Four of these indicators were adopted by the National Quality Forum as national consensus standards.

Dunton has collaborated with ANA staff to edit a bi-annual monograph of case studies, featuring the stories of hospitals that have used NDNQI data to achieve sustained improvement in nursing care quality. The 2007 monograph received the Award of Excellence from the Society for Technical Communications.

Dunton has made numerous presentations on nursing quality at international, national, and regional conference. She has consulted with nursing organizations in Japan and Canada on the development of national nursing quality databases. She has been a member of three panels on various aspects of nursing quality indicators. The panels were organized by The Joint Commission, the Agency for Healthcare Research and Quality, and the National Quality Forum. Dunton is a member of the editorial board for *American Nurse Today* and has the responsibility for a bi-monthly column, called "Regulatory Readiness", in *Nursing Management*, a primary journal for hospital nurse managers. In addition to her work on NDNQI, Dunton has been an investigator on research projects investigating the quality of care in nursing homes and on access to health care. She was a member of two panels of the Committee on National Statistics of the National Academy of Sciences on development of small area poverty estimates by the Census Bureau and the usability and feasibility of the of the American Community Survey, which has replaced the long form of the decennial census.

Marybeth Farquhar, PhD, MSN, RN

Marybeth Farquhar, PhD, MSN, RN is the Managing Director of the Performance Measures Department at the National Quality Forum, a private, not-for-profit standard-setting organization established in 1999. The NQF mission includes: setting national priorities and goals for performance improvement; endorsing national consensus standards for measuring and publicly reporting on performance; and promoting the attainment of national goals through education and outreach activities. Dr. Farquhar is responsible for strategic oversight and execution of the NQF consensus development projects.

Dr. Farquhar has over 28 years experience in the field of nursing and healthcare administration, research and management. Dr. Farquhar has been responsible for project management and direct oversight of several consensus development projects, and has served as an expert on quality measurement issues. Dr. Farquhar has also contributed to several publications on the topic of healthcare including: *Regulation & Governance, American Journal of Nursing, and International Journal of Public Administration*.

Prior to her tenure at NQF, Dr. Farquhar led key activities of the Agency for Healthcare and Quality's Quality Indicators initiative and collaborated with the CAHPS team on several projects including Hospital CAHPS.

She is the recipient of numerous awards including: Director's Award of Merit (2007), Secretary's Award for Distinguished Service (2005), Director's Award of Merit (2004), and AHRQ Director's Citation for Outstanding Group Performance - Hospital CAHPS Team (2003-2004).

Pat Ford-Roegner, MSW, RN, FAAN

Pat Ford-Roegner, MSW, RN, FAAN is CEO of the American Academy of Nursing. Pat has more than 30 years experience in national health policy and governmental affairs. Pat is known for her work to engage nurses, physicians and other health professionals to be heard by policy makers at the national, state and local levels, including the White House and Congress. She is a Board member of the patient-centered National Health Council and serves on the Advisory Board for the National Partnership to Fight Chronic Disease.

Pat was a founding member of the National Health Policy Council, a non-profit group that hosted presidential candidate forums on health care in the 1980s and 1990s. Pat is co-founder of the Nightingale Policy Group, which promotes nursing's expertise on a wide range of health issues and has a major goal of putting a human face on the health care debate.

Pat holds a keen interest in health care coverage for the uninsured, Medicaid coverage and costs, the management of chronic diseases in special populations, children and women's health and the future health care workforce. She translates science and research to practice concepts to new audiences. Pat was inducted as an AAN Fellow in 1998 and has received many honors and awards.

Rita Munley Gallagher, PhD, RN

Rita Munley Gallagher, PhD, RN serves as Senior Policy Fellow in the National Center for Nursing Quality of the American Nurses Association (ANA) in Silver Spring, MD. As such, she is charged with identifying, researching, analyzing, conducting, writing, coordinating and reporting on health policy activities related to ANA priorities. In this role, she prepares and provides input for development of policy statements and legislative testimony for the association. In addition, Dr. Gallagher serves as ANA's organizational liaison to the Institute for Healthcare Improvement (IHI), AQA, and the American Medical Association (AMA)-Physician Consortium for Performance Improvement (PCPI). Gallagher is a member of the *Stand for Quality* Steering Committee and she co-chairs the Care Coordination workgroup of the National Priorities Partnership (NPP). She has been a member of the National Quality Forum (NQF) *Improving Use of Medications* Workshop, The Joint Commission *Hospital of the Future* Roundtable, and the AMA-PCPI Medication Reconciliation and Care Transitions Workgroups.

Prior to coming to ANA, Gallagher had over ten years experience in the education of health care professionals in the academic setting, first at a state supported university as a tenured Associate Professor in the School of Nursing at Oakland University in Rochester, Michigan and lastly at Dominican College of San Rafael, California, a small, private liberal arts college where she directed the School of Nursing.

Dr. Gallagher is a member of a number of professional organizations including the American Public Health Association, where she has been elected to the Governing Council representing the Public Health Nursing Section. She has been a member of the United States Pharmacopeial (USP) Convention, representing ANA, since 2000. She has also been appointed to the USP Council of the Convention where she chairs the Quality of Patient Care Section. Dr. Gallagher also serves on the Steering Committee of the Coalition to Prevent Deep Vein Thrombosis. She is a Virginia Henderson Fellow of Sigma Theta Tau International, the honor society of nursing. In 2007, Gallagher received the Association of State and Territorial Directors of Nursing Recognition Award. She previously served as Secretary/Treasurer of the Board of Directors of the American Medical Directors Association Foundation.

Lillee Smith Gelinas RN, BSN, MSN, FAAN

Currently Vice President and Chief Nursing Officer for VHA, Inc, *Lillee Smith Gelinas RN, BSN, MSN, FAAN* has 34 years of experience in healthcare including five years in the U.S. Navy Nurse Corps. Working at VHA since 1986, she has helped create and implement strategies that impact hospital clinical and economic performance with a focus on leadership, culture, healthcare quality and safety.

VHA supports the achievement of clinical excellence for its 1441 member hospitals through a practice improvement model that focuses on qualitative research and design principles that drive superior performance. She works with the more than 150 professionals including clinicians, engineers, designers, and anthropologists who implement that model.

Lillee facilitates VHA's national and regional work with Chief Nursing Officers and nursing leaders, and is a moderator for VHA tv broadcasts and webinars. She is the VHA national nurse planner for educational programs and in 2008 assured adherence to ANCC guidelines for over 200 programs.

Numerous national organizations throughout the United States call upon her expertise, including ANA, The Joint Commission, Institute of Medicine, National Patient Safety Foundation and Aligning Forces for Quality. For the National Quality Forum, she co-chaired the Nursing Care Performance Measures Project with the University of Pennsylvania's Dr. Mary Naylor, which resulted in the establishment 15 national voluntary consensus standards for nursing-sensitive care.

A Fellow in the American Academy of Nursing (FAAN), she serves on The Academy's Workforce Commission and Informatics Expert Panel. She is a member of the Editorial Advisory Board of *American Nurse Today* magazine.

A member of the Board of Directors for Exempla Healthcare, Denver, Colorado since 2002, she is chair of the Governance Committee.

She was appointed to the American Health Information Community (AHIC), a Federal Advisory Committee, as the "consensus nominee" for the nursing profession, nominated by the American Nurses Association, and served from 2005-2008. AHIC, a commission authorized by the White House under former

President George Bush, was charged with promoting Information Technology adoption in healthcare within 10 years to lower costs and enhance quality.

She attended Louisiana State University, earned her bachelor's degree in nursing from the University of Louisiana at Lafayette and a master's degree in nursing, with honors, from the University of Pennsylvania where she also studied at the Wharton School of Business.

A Louisiana native, she resides in Southlake, Texas with her husband. Their son is a junior at Texas Christian University in Fort Worth.

Tina Grannis, BSN, RN

Tina Grannis, BSN, RN is a project manager in the performance measures department at the National Quality Forum. She is working on the pediatric cardiac surgery and imaging efficiency projects and serves as staff liaison to the Consensus Standards Approval Committee (CSAC) and Quality Measurement, Research and Improvement Council (QMRI). Her experience as a critical care and interventional radiology registered nurse gives her valuable insight into the work at NQF. Tina earned an Associates of Applied Science in Nursing from Northern Virginia Community College, and completed her Bachelors of Science in Nursing at George Mason University. She is enrolled in a Master's of Public Health program through George Mason University with a concentration in Public Health Administration. Tina's interests include public and health policy. As the largest group of healthcare providers, she believes nurses are important leaders in the policy arena and looks forward to advocating for improvements in patient safety and access to affordable, quality healthcare.

Susan Hassmiller, Ph, RN, FAAN

Susan Hassmiller, Ph, RN, FAAN is the Robert Wood Johnson Foundation Senior Adviser for Nursing, where she is tasked with shaping and leading the Foundation's strategies to address the nurse and nurse faculty shortages in an effort to create a higher quality of patient care in the United States. Drawn to the Foundation's "organizational advocacy for the less fortunate and underserved," Hassmiller is helping to assure that RWJF's commitments in nursing have a broad and lasting national impact. She is also the Director of the Robert Wood Johnson Foundation Initiative on the Future of Nursing at the Institute of Medicine, an effort that will identify new solutions for nursing in areas of recruitment, education, retention and new technologies; in the delivery of nursing services in a variety of care settings; and in the context of the entire health care workforce. As health care reform progresses, the nursing profession must be at the table armed with these solutions, playing a central part in the reform process.

Hassmiller, who joined RWJF in 1997, recently served a six-year term as a member of the National Board of Governors for the American Red Cross, serving in the role of chair of the Disaster and Chapter Services Committee. Citing Clara Barton's influence in founding the American Red Cross, Hassmiller has been a volunteer for the organization since college and has been involved in Red Cross disaster relief efforts in the United States and abroad, including tornadoes in the Midwest, Hurricane Andrew, September 11th, the 2004 Florida hurricanes and Katrina, and the tsunami in Indonesia. She is currently serving on the Red Cross national nursing advisory committee, and the board of the Central New Jersey Red Cross and is the immediate past chair of the national 9/11 Recovery Program.

Previously, Hassmiller was with the Health Resources and Services Administration, where she was the executive director of the U.S. Public Health Service Primary Care Policy Fellowship and worked on other national and international primary care initiatives. She also has worked in public health settings at the local and state level and taught public health nursing at the University of Nebraska and George Mason University in Virginia.

Hassmiller is a fellow in the American Academy of Nursing and a member of The Joint Commission Nursing Advisory Council and the New York Academy of Medicine. She received a Ph.D. in nursing administration and health policy from

George Mason University in Fairfax, Va., master's degrees in health education from Florida State University and community health nursing from the University of Nebraska Medical Center, and a bachelor's degree in nursing from Florida State University. She is distinguished alum for George Mason University, University of Nebraska Medical Center and Broward College; is the 2008 John P. McGovern Award recipient from the American Association of Colleges of Nursing; 2009 recipient of the Florida Association of Community Colleges Lifetime Achievement Award and the 2009 Community Service Award from George Washington University. Sue is also the 2009 recipient of the Florence Nightingale Medal, the highest international honor given to a nurse by the International Committee of the Red Cross.

Hassmiller and her husband, Robert Hassmiller, Ph.D., CEO of the National Association of College Auxiliary Services, live in Princeton Junction, NJ, and enjoy biking, hiking, dance, and long walks with their dogs, Jake and Marmaduke. They have two adult children.

Bonnie Mowinski Jennings, DNSc, RN, FAAN

Bonnie M. Jennings, DNSc, RN, FAAN currently resides in Evans, Georgia. For most of her adult life, Dr. Jennings lived wherever the Army sent her. Enjoying a career that afforded her a wealth of opportunities and experiences as a clinician, educator, researcher, administrator, policymaker, spokesperson and leader, Dr. Jennings completed her military career in 2002 as a Colonel. She currently holds adjunct faculty appointments at both the Uniformed Services University of the Health Sciences and the University of Washington. Since 2003, Dr. Jennings has enjoyed working as an independent health care consultant.

Funded by the Army, she completed her doctorate at the University of California, San Francisco where she received the distinguished dissertation award. In recognition of her distinguished service to the nation, Dr. Jennings was selected as the Army Nurse of the year in 1990. From 1991 to 1995, she served as the Department of Defense representative to the National Advisory Council of the National Institute for Nursing. She is currently a liaison for the American Academy of Nursing – where she was elected into membership in 1991 – with the National Quality Forum, a key stakeholder in the nation’s quest to provide quality care.

After the completion of her military career, Dr. Jennings was competitively selected as the 2002-2003 American Academy of Nursing/ American Nurses’ Foundation distinguished nurse scholar in residence at the Institute of Medicine. As part of that experience, she participated in work related to the report, *Keeping Patients Safe. Transforming the Work Environment of Nurses*. She also participated in an Agency for Healthcare Research and Quality study section from 2002 to 2006. Her interests center on patient safety and quality care as well as preparing people for management and executive positions. She is widely published, an associate editor for a leading nursing research journal, and has presented to numerous audiences nationally and internationally.

Rosemary Kennedy MBA, RN, FAAN

Rosemary Kennedy, MBA, RN, FAAN, is the Senior Director of Nursing and Healthcare Informatics at the National Quality Forum (NQF) in Washington DC. In addition to being an informatics domain expert, she holds many leadership roles through her work with the Healthcare Information and Management Systems Society's (HIMSS), the American Medical Informatics Association (AMIA) and the International Medical Informatics Association (IMIA). She is a delegate to the International Medical Informatics Association Nursing Informatics Special Interest Group (IMIA NI-SIG) and serves as a leader of the nursing informatics communities at AMIA.

Ms. Kennedy is widely presented and published in the field of nursing informatics, clinical documentation and terminology standards. Additionally, she presented testimony to the National Committee on Vital and Health Statistics (NCVHS) regarding terminology standard recommendations for the Department of Health and Human Services. She is a fellow in the American Academy of Nursing and recently received the HIMSS 2009 Nursing Informatics Award as well as the top 25 women in healthcare award for 2009.

She recently served as the Chief Nursing Informatics Officer for Siemens Healthcare Solutions where she provided professional practice leadership over the development and deployment of solutions to ensure nursing practice and interdisciplinary requirements were met.

Ms. Kennedy is a graduate of Widener University, and is pursuing a doctorate in nursing at Loyola University, Chicago.

Ms. Kennedy may be contacted at Rkennedy@qualityforum.org

Gerri Lamb, PhD, RN, FAAN

Gerri Lamb, PhD, RN, FAAN is an Associate Professor at Arizona State University and Visiting Scholar at Emory University in Atlanta. Dr. Lamb currently co-chairs the National Quality Forum Steering Committee on Care Coordination. She also chairs the American Academy of Nursing's Expert Panel on Quality Healthcare and will represent the Academy on the advisory group to the Nursing Quality and Safety Alliance. Dr. Lamb has been Principal Investigator and Co-Investigator on several research projects on care coordination funded by the Robert Wood Johnson Foundation, the Commonwealth Fund and AHRQ. She directed a multi-million dollar capitated Medicare nurse case management demonstration. Most recently, she and her interdisciplinary research team of nurses and system engineers developed and tested a new Nurse Care Coordination Index as part of the Robert Wood Johnson Foundation funded Interdisciplinary Nursing Quality Research Initiative (INQRI).

Lindsay Lang, MHSA, RN

Lindsay Lang, MHSA, RN is currently working as a Project Manager with the National Quality Forum. In this role, she is responsible for the maintenance of all NQF-endorsed performance measures. She received her Bachelor of Science in Nursing from the University of Iowa and practiced as an RN in oncology, hematology and dialysis care settings. She went on to earn a Master of Health Services Administration (MHSA) from the University of Kansas. During this time she first developed an interest in working in health care quality serving as a Hospital Liaison for the National Database of Nursing Quality Indicators. Upon completion of her MHSA, she was awarded an Administrative Fellowship with the Trinity Health system based in Michigan. Prior to relocating to Washington, DC, Lindsay worked as a Nurse Manager of an inpatient neurosciences unit at Froedtert Hospital in Wisconsin. Lindsay came to NQF from the Advisory Board Company, where she worked as a Dedicated Advisor within the Business Intelligence Department.

Norma M. Lang, PhD, RN FAAN, FRCN

Norma M. Lang, PhD, RN, FAAN, FRCN is the University of Wisconsin Regent Distinguished Professor and the Aurora Distinguished Professor of Healthcare Quality and Informatics at the University of Wisconsin-Milwaukee College of Nursing. She is a Senior Research fellow with the Annenberg Center for Public Policy, a Senior Fellow in the Leonard Davis Institute for Health Economics and the Center for Health Outcomes and Policy Research at the University of Pennsylvania. She is Professor and Dean Emeritus at the University of Pennsylvania and the former Dean at the University of Wisconsin-Milwaukee.

Currently, Dr. Lang is leading the Knowledge-based Nursing Initiative, a partnership between Aurora Health Care, the Cerner Corporation and the University of Wisconsin. The aim of this innovative work is to discover and synthesize the best nursing knowledge and to embed the knowledge into computerized clinical decision support and documentation information systems that bring the knowledge in a useful format to the point of practice. Standardized terminology is used to code input so that data are retrievable. Data acquisition and analyses are used for safety and quality reports, performance and quality improvement and research. She is the Co PI of the National Science foundation research grant, *Collaborative Intelligent Health Information Systems Initiative*. She is also the Co PI of a newly funded AHRQ ACTION grant, *Using Evidence-Based Nursing Practice and EHR Decision Support to Reduce Fall-related Patient Injuries in Acute Care*.

Dr. Lang's research expertise includes quality assurance, nursing standards and outcome measures, informatics, peer review, the Nursing Minimum Data Set and the development of the International Classification for Nursing Practice. She has authored numerous publications. Her pioneering work in identifying standards and measures to evaluate the quality of nursing care has served as a basis for nursing policy throughout the world. The seminal model for measuring and evaluating the quality of nursing care that bears her name has been adopted in the U.S., Canada, Australia, and the United Kingdom. Her teaching expertise is in executive management, leadership, informatics, and classification for nursing practice. She has been an advisor and faculty member for the Wharton Johnson & Johnson (J & J) Program in Management for Nurse Executives and headed the Penn Macy Institute to Advance Academic Nursing Practice. Dr. Lang has served in various capacities on several advisory committees, editorial boards, and research review boards. She has served as a Trustee of the University of

Pennsylvania Health System and as a member of the ANA Board of Directors, the American Academy of Nursing and was Vice Chair of a Task Force for the Revision of Nursing Standards by the Joint Commission on the Accreditation of Health Care Organizations. She was a member of the first Council of the Agency for Health Care Policy and Research and chaired a panel of experts who assisted AHCPR in developing guidelines for clinical conditions. She has served as a member of the Technical Expert Panel of the National Guideline Clearinghouse sponsored by Agency for Healthcare Research and Quality, the American Medical Association, and the American Association of Health Plans. She has also served on the NIH Center for Nursing Research Panel of Experts on Nursing Informatics, the Board of Directors for the American Medical Peer Review Association, and as President of the American Nurses Foundation. She recently completed nine years as a member of the Board of Trustees of the Franklin Institute of Philadelphia.

Presently Dr. Lang is a member of the Boards of the National Quality Forum and the Commission on Graduates from Foreign Nursing Schools (CGFNS). She was a member of the Advisory Group for the NQF Executive Institute and was appointed as a Juror for the 2007 National Quality Healthcare Award. She currently serves on the evaluation committee for The Joint Commission Codman awards and chairs the selection committee for the Eisenberg Awards. Dr. Lang is a fellow of the Institute of Medicine, the American Academy of Nursing, the College of Physicians of Philadelphia, an honorary Fellow of the Royal College of Nursing in London and an Honorary Member of the American Association of Colleges of Nursing. She is the recipient of an honorary Doctor of Science degree from the State University of New York and Marquette University. She received the American Nurses Association Distinguished Membership Award and the North American Nursing Diagnosis Association's Outstanding Leadership Award for the Advancement of Nursing Diagnosis. She is the 2001 recipient of the Joint Commission on the Accreditation of Health Care Organizations' Ernest A. Codman Individual Award. In 2002 she received the Jessie S. Scott Award from the American Nurses Association.

Dr. Lang received her BSN from Alverno College, Milwaukee and her MSN and PhD from Marquette University and a MS (Hon) from the University of Pennsylvania. In addition, she holds two Honorary Doctorates.

Jerod M. Loeb, PhD

Jerod M. Loeb, PhD is Executive Vice President for Quality Measurement and Research at The Joint Commission in Oakbrook Terrace, Illinois. As a member of the senior management team, he has administrative responsibility for the Joint Commission Departments of Quality Measurement and Health Services Research, including the Centers for Performance Measurement; Measurement System Operations; Data Management and Analysis; and Quality, Patient Safety and Innovation Research. During his 15 years at the Joint Commission, Dr. Loeb has played a leadership role in identifying, evaluating and implementing performance measures across the wide variety of Joint Commission accreditation and certification programs. He is involved in a variety of national and international initiatives associated with performance measurement and patient safety, including those of the National Quality Forum, the Centers for Medicare and Medicaid Services, the International Society for Quality in Health Care and the World Health Organization.

Before assuming his current position, he served as Vice President for Research and Performance Measurement and as Director of the Department of Research and Evaluation at the Joint Commission. Prior to coming to the Joint Commission in 1994, he was Assistant Vice President for Science, Technology and Public Health at the American Medical Association (AMA) in Chicago where he also served as Secretary of the AMA's Council on Scientific Affairs.

After completing his graduate education at the State University of New York - Downstate Medical Center, he held fellowship positions at Harvard Medical School - Peter Bent Brigham Hospital and Loyola University Stritch School of Medicine. Dr. Loeb has been on the faculty at Northwestern University Medical School since 1979 in both full- and part-time capacities, received tenure in 1987, and is currently Adjunct Professor of Physiology. He is also an Adjunct Associate of the Center for Health Policy and Center for Primary Care and Outcomes Research at Stanford University School of Medicine.

He has more than 150 publications in cardiovascular medicine, risk assessment and communication, scientific ethics and health care quality. He has been the recipient of many grant awards from the National Institutes of Health, Agency for Healthcare Research and Quality and other sources, serves on numerous national and international advisory bodies and as a referee for a variety of scientific journals – including *JAMA* and the *New England Journal of Medicine*. He

is currently Deputy Editor of the International Journal for Quality in Health Care. He is a member or fellow in many professional and honorary organizations. Dr. Loeb was on the Board of Directors of the National Patient Safety Foundation from 1998-2004 and a member of the Executive Board of the International Society for Quality in Health Care from 2005-2007. He is currently a member of the Water Quality and Health Advisory Board of the Chlorine Chemistry Division of the American Chemistry Council. He is a Senior Program Advisor for the Robert Wood Johnson Foundation Interdisciplinary Nursing Quality Research Initiative. He has served (or continues to serve) on several Steering Committees of the National Quality Forum, including those addressing hospital measurement, cancer care, and patient safety.

As a community volunteer, Dr. Loeb has worked with the Buffalo Grove (IL) Fire and Police Departments since 1998. He is a graduate of the Buffalo Grove (IL) Citizen's Fire Academy and is a fully trained member of the Buffalo Grove (IL) Community Emergency Response Team. In 2005, he was appointed Commissioner of Fire and Police for the municipality of Buffalo Grove (IL), where he continues to serve.

Karen Dorman Marek, PhD, MBA, RN, FAAN

Karen Dorman Marek, PhD, MBA, RN FAAN is a Professor at the University of Wisconsin-Milwaukee (UWM) and Director of the Self Management Science Center, a NINR funded P20 center. Her major expertise is in the area of community-based long term care. She currently is Principal Investigator on an NIH funded study to test a home care medication management program for frail older adults. She has worked in the development of community-based nursing practices for most of her nursing career. Before joining the faculty at UWM she was an Associate Professor at the University of Missouri and Executive Director of Senior Care, a home health agency operated by the School of Nursing that specialized in care of older adults. While in Missouri she was Principal Investigator of a Center for Medicare and Medicaid Services (CMS) funded grant to test a community-based long term care program called "Aging in Place". She is an alumna of the RWJ Nurse Executive Fellows Program 2000 cohort. Other positions she has held include Manager of Patient Services at Visiting Nurse Service in Akron, Ohio and faculty at the University of Pennsylvania where she taught community health nursing.

Bernadette Mazurek Melnyk, PhD, RN, CPNP/NPP, FNAP, FAAN

Bernadette Mazurek Melnyk, PhD, RN, CPNP/NPP, FNAP, FAAN earned her Bachelor of Science in Nursing degree from West Virginia University, the Master of Science in Nursing degree with a specialization in nursing care in children and pediatric nurse practitioner from the University of Pittsburgh, and the PhD in clinical research from the University of Rochester. She also completed her post-master's certificate as a psychiatric mental health nurse practitioner.

Dr. Melnyk is currently Dean and Distinguished Foundation Professor in Nursing at Arizona State University College of Nursing and Health Innovation. Prior to her appointment at ASU, she was the Associate Dean for Research and Director of the Center for Research and Evidence-Based Practice at the University of Rochester School of Nursing. Dr. Melnyk has actively practiced for nearly 25 years as a pediatric nurse practitioner/psychiatric nurse practitioner in primary care as well as in-patient psychiatric and school-based day treatment programs. Her program of research is developing and testing preventive interventions for children, teens, and parents who are experiencing stressful life events and transitions as well as promoting healthy lifestyle behaviors and mental health in adolescents and college youth.

In 2002, Dr. Melnyk was elected to fellowship in the American Academy of Nursing where she is recognized as an edge-runner. She is a distinguished practitioner in the National Academies of Practice, and is the recipient of numerous distinguished and outstanding awards from professional organizations, including the Audrey Hepburn award by Sigma Theta Tau International for global contributions to children's health and the Jessie M. Scott Award by the American Nurses Association for advancing healthcare through the integration of research, education, and practice.

Dr. Melnyk is a nationally/internationally recognized expert in evidence-based practice as well as in child and adolescent mental health. She has worked with numerous healthcare systems throughout the nation and globe to advance and sustain evidence-based practice. Dr. Melnyk also is founder and chair of a national mental health promotion campaign for children and teens called KySS (Keep your children/yourself Safe and Secure) that is sponsored by the National Association of Pediatric Nurse Practitioners. In addition, Dr. Melnyk is a currently a member of the United States Preventive Services Task Force and is a developmental expert for national ABC news. Recently, she served as an invited

member of the Institute of Medicine's healthcare professions working group on evidence-based medicine.

Dr. Melnyk's record of extramural research and educational funding, including grants from the National Institutes of Health, the Agency for Healthcare Research & Quality, and HRSA, totals more than 10 million dollars. Her record of scholarship includes over 140 publications, including two recently published books entitled *Evidence-Based Practice in Nursing & Healthcare. A Guide to Best Practice* and the *KySS Guide to Child and Adolescent Mental Health Screening, Early Intervention and Health Promotion*.

Jeannie Miller, MPH, RN

Jeannie Miller, MPH, RN has a bachelor's degree in nursing from Ohio University, Athens, Ohio, and a master's degree in public health from West Virginia University. She is the Deputy Director of the Clinical Standards Group in the Office of Clinical Standards and Quality at the CMS. The Clinical Standards Group is responsible for development of quality health and safety standards for 22 different Medicare and Medicaid providers and suppliers. Some of her responsibilities include oversight of regulation development and policy interpretation for hospitals, critical access hospitals, organ procurement organizations, transplant centers and long term care facilities. Additionally, Jeannie chairs the CMS Nursing Steering Committee which ensures the nursing perspective is provided throughout the decision making processes at CMS.

Prior to her employment at the CMS, Jeannie was employed at the West Virginia State survey agency for eight years as a surveyor and Program Administrator specializing in hospital oversight. Additionally, Jeannie had a 20-year career as a hospital nurse before beginning work in government.

Pamela H. Mitchell, PhD, RN, FAHA, FAAN

Pamela H. Mitchell, PhD, RN, FAHA, FAAN is Professor of Biobehavioral Nursing and Health Systems, Associate Dean for Research, School of Nursing, Adjunct Professor, Department of Health Services and founding Director of the Center for Health Sciences Interprofessional Education and Research at the University of Washington. Her research and teaching focus on hospital care delivery systems, effective management of clinical care systems, biobehavioral interventions for patients with acute and chronic cardio-cerebrovascular disease, and outcomes of interprofessional education. These works are funded by the National Institute of Nursing, National Heart, Lung and Blood Institute, Bureau of Health Professions, Health Resources Services Administration, and the Josiah Macy Jr. Foundation. She is President of the American Academy of Nursing and is a member and past chair of the Expert Panel on Quality Healthcare. She is immediate past-Chair, Nursing and Rehabilitation Professionals Committee, Stroke Council of the American Heart/American Stroke Association.

Shirley M. Moore, PhD, RN, FAAN

Shirley M. Moore, PhD, RN, FAAN is The Edward J. and Louise Mellen Professor of Nursing and Associate Dean for Research at the Frances Payne Bolton School of Nursing at Case Western Reserve University. Her program of research is centered on:

- Recovery following cardiac events
- Health behavior change
- Exercise following cardiac events
- Electronic nursing care
- Gender differences and elder recovery following cardiac events

Dr. Moore is Principal Investigator on an NIH, National Heart, Lung and Blood Institute-funded study: *Improving Long-term Exercise in Older Cardiac Patients* and Co-Investigator on *Discharge Planning and Telehealth for Post CABG Elders* with R. Kleinpell. Her previously funded work includes:

- Principal Investigator. Agency for Healthcare Research and Quality. R01 HS015688. 4/1/06-3/31/10
- Co-Investigator, "Take HEED" An Evaluation of a Weight Management Program for Obese African American Females." P. Murphy, Principal Investigator. Garfield Memorial Fund, Kaiser Foundation. 10/04-4/07
- Principal Investigator, "Culturally Sensitive Electronic Nursing Interventions," National Institute of Nursing Research, National Institutes of Health. RO3 NR08551, 2003-2005
- Principal Investigator, "CHANGE: An Intervention to Enhance Exercise Maintenance in Cardiac Patients," National Institute of Nursing Research, National Institutes of Health, RO1 NR04704, 2000-2005
- Principal Investigator, "E-CHANGE: An Electronic Intervention to Increase Exercise," President's Research Initiative, 2002-2004
- Co-Investigator, "Using the Internet to Improve Patient's Self-Management of Chronic Illness," D. Miller, Principal Investigator, National Library of Medicine, National Institutes of Health, R01 LM008154, 2003-2007
- Principal Investigator, "The Science of Self-Management: A Systems Approach," NIH/National Institute of Nursing Research, P30 NR010676.

Moore earned her BSN at Kent State University, Kent, OH and both her MSN and PhD in Nursing at Case Western Reserve University, Frances Payne Bolton School of Nursing, Cleveland, OH.

Mary D. Naylor, PhD, RN, FAAN

Mary D. Naylor, PhD, RN, FAAN is the Marian S. Ware Professor in Gerontology and Director of the NewCourtland Center for Transitions and Health at the University of Pennsylvania, School of Nursing. Since 1990, Dr. Naylor has led a multidisciplinary program of research designed to improve the quality of care, decrease unnecessary hospitalizations and reduce health care costs for vulnerable, community-based elders. To date, Dr. Naylor and her research team have completed three National Institute of Nursing funded randomized clinical trials testing and refining the Transitional Care Model, an innovative approach to addressing the needs of high risk chronically-ill elders and their family caregivers. With the support of several foundations, her research team has recently partnered with a major insurance organization and health care plan to translate this model into the "real world" of clinical practice and promote its widespread adoption. An ongoing clinical trial funded by the Marian S. Ware Alzheimer Program at PENN and the National Institute on Aging has expanded testing of this model of care among hospitalized cognitively impaired elders and their caregivers. Additionally, Dr. Naylor and colleagues are engaged in a study funded by the National Institute on Aging and the National Institute for Nursing Research that will examine over time the natural history of changes in health and quality of life among elders newly admitted to long term care settings or services. In the 1990s, Dr. Naylor co-led the establishment of a Program of All-Inclusive Care (PACE) at Penn's School of Nursing. Dr. Naylor also is the National Program Director for the Robert Wood Johnson Foundation sponsored *Interdisciplinary Nursing Quality Research Initiative* (INQRI). The primary goal of INQRI is to generate, disseminate and translate research that demonstrates nursing's contribution to the quality of patient care. In 2005, Dr. Naylor was elected to the National Academy of Sciences, Institute of Medicine (IOM). Currently, she is a member of the IOM's Roundtable for Evidence-Based Medicine, and recently joined the IOM's Board on Health Care Services.

Jack Needleman, PhD, FAAN

Jack Needleman, PhD, FAAN, is Professor in the Department of Health Services, UCLA School of Public Health, and Director of the department's PhD and MSHS programs. Prior to coming to UCLA, he was on the faculty of the Harvard School of Public Health, and before that, Vice President and Co-Director of the Public Policy practice at Lewin-ICF, a well-respected health policy research and consulting firm.

*Dr. Needleman's research addresses a wide range of health policy issues. His research on hospital nurse staffing and patient outcomes won the first AcademyHealth Health Service Research Impact Award, and his work on nursing performance measurement has been used by the National Quality Forum, Joint Commission and Robert Wood Johnson Foundation, among others. He is leading the evaluation of the Robert Wood Johnson Foundation program *Transforming Care at the Bedside*.*

He has conducted research comparing for-profit and nonprofit hospital performance and nonprofit and public hospital conversions to for-profit status, the performance of community health centers, changes in access to inpatient care for psychiatric conditions and substance abuse, physician work hours and the impact of resident work limits. While at Lewin/ICF, he conducted studies and served as a consultant to numerous state and federal task forces considering initiatives for health care cost control and expanding access to care. He has evaluated or helped design payment systems for hospitals, physicians and nursing homes.

James A. Owen, PharmD

James A. Owen, PharmD is Director, Professional Practice at the American Pharmacists Association, the national professional society of pharmacists headquartered in Washington, DC. He manages APhA's practice affairs activities including medication therapy management projects and services, directs activities and projects for the APhA Community Pharmacy Residency Program initiative, assists with activities for the Association's Practice and Science Academies, and participates in activities associated with medication safety and quality improvement. Prior to joining APhA, he was the Director of Clinical Services & Professional Development, for Happy Harry's Inc., a regional chain pharmacy organization headquartered in Newark, DE, where he developed an initiated clinical service programs, directed activities for training of pharmacy staff and provided community outreach. His background includes 17 years experience in community pharmacy practice as a staff pharmacist, pharmacy manager, preceptor and community pharmacy residency director. He continues to practice part-time as a health-system inpatient pharmacist at an institution located in Bethesda, MD. He graduated from the Philadelphia College of Pharmacy and Science with a Bachelor of Science in Pharmacy in 1990 and completed his Doctor of Pharmacy degree from the Massachusetts College of Pharmacy & Health Sciences in 2007.

Rebecca M. Patton, MSN, RN, CNOR

Rebecca M. Patton MSN, RN, CNOR of Lakewood, Ohio was elected to serve a consecutive two-year term as president of the American Nurses Association in June 2008. ANA is the nation's leading professional nursing organization representing the major health policy, practice, and workplace issues of registered nurses (RNs) in the United States.

A nurse since 1980, Patton has extensive inpatient and outpatient experience and has been responsible for the start up, and ongoing operations of ambulatory medical centers, and of an inpatient acute and a skilled nursing facility. Currently she is the Director of Perioperative Services for EMH Regional Healthcare System in Elyria, Ohio. Previously she has served as Director of Nursing, Director of Surgical Services and Director of Ambulatory Operations for hospitals in the University Hospitals Health System. She also has been a clinical instructor at the Case Western Reserve University Frances Payne Bolton School of Nursing. A member of the Editorial Board of *OJIN: The Online Journal of Issues in Nursing*, she has written chapters for books on medical-surgical nursing and for nursing journals. She has also written for popular publications including an article on "What You Must Know Before You go to the Hospital" for *Redbook Magazine*.

Patton has a Bachelors of Science in nursing from Kent State University and a Masters of Nursing from Case Western Reserve University. She has held numerous ANA positions including treasurer (1998-2002), Board of Directors member (1994-1998), and delegate to the ANA House of Delegates (2003-2005). In addition, she has served in several Ohio Nurses Association (ONA) positions, including ONA first vice president (1990-1992), ONA delegate (2005-2006), ONA finance committee member (2003-2005), and on an Association of PeriOperative Registered Nurses task force on competencies (1999-2000). She received the "Community Involved Political Action Award" from the Sigma Theta Tau, Delta Xi Chapter at Kent State University in 2000 and the "Dorothy E. Cornelius Leadership Congress Award" from the Ohio Nurses Association in 1999.

An Ohio native, Patton comes from a family committed to public service. Her mother and sister are both nurses and her two brothers are police officers. She is active in her church, and a highlight of her volunteer work in that community was a mission trip to Zimbabwe in 2000 where she had the opportunity to work

in a hospital.

Patton loves outdoor activity be it gardening, hiking, or biking. She is an avid promoter of exercise as a key component of good physical health. But her true passion is the nursing profession and the American Nurses Association. Because of her belief in the importance of ANA to all nurses her goal is to promote ANA to its deserved position of prominence and relevance in the health care community.

Christopher Queram, MA, FACHE

Christopher Queram, MA, FACHE has been the President and Chief Executive Officer of the Wisconsin Collaborative for Healthcare Quality (WCHQ) since November 2005. WCHQ is a voluntary consortium of organizations working to improve the quality of health care in Wisconsin through the public reporting of comparative performance information. In addition to his responsibilities with WCHQ, Mr. Queram is a member of the board of commissioners of the Joint Commission and serves on the board of Delta Dental of Wisconsin. He serves as a member of the Quality Alliance Steering Committee and as a principal of the Hospital Quality Alliance.

Mr. Queram previously served as chair of the Purchaser Council and board member with the National Quality Forum (2000–2005), as the Treasurer of the Leapfrog Group (2002–2005), and as chair of the board of the National Business Coalition on Health (1998–2000). He served as a member of two Institute of Medicine Committees – the Committee on Redesigning Health Insurance Benefits, Payment and Performance Improvement Programs and the Committee on the Consequences of Un-insurance. He also was a member of President Clinton’s Advisory Commission on Consumer Protection and Quality in the Health Care Industry.

Prior to his current position, Mr. Queram was the CEO of the Employer Health Care Alliance Cooperative in Madison, Wisconsin and also previously served as a hospital executive in both Madison and Milwaukee, Wisconsin. Mr. Queram holds a master’s degree in health services administration from the University of Wisconsin at Madison. He is a fellow in the American College of Healthcare Executives.

Bernard Rosof, MD, MACP

Bernard Rosof, MD, MACP is Chair of the Board of Directors of Huntington Hospital (North Shore LIJ Health System) and former Senior Vice President for Corporate Relations and Health Affairs at the North Shore-Long Island Jewish Health System. Prior to assuming a full time Hospital position, Dr. Rosof was in the private practice of Internal Medicine and Gastroenterology for 29 years. He is currently a Clinical Professor of Medicine at New York University School of Medicine.

Dr. Rosof has been a driving force in American Medicine. He has chaired Committees and Task Forces for the State of New York, The Institute of Medicine, The American Medical Association, and various Specialty Societies. He has achieved national recognition in the areas of health quality, clinical practice guidelines and performance improvement and is the current Chair of the Physician Consortium for Performance Improvement convened by the AMA, and a member of the Board of Directors of the National Quality Forum. Dr. Rosof is a member of the National Priorities Partnership convened by the National Quality Forum that has identified a set of priorities to improve healthcare quality and patient safety, and is the Chair of their committee on Overuse--to remove waste and achieve effective, affordable care. He is a member of the Editorial Board of the American Journal of Medical Quality, and was Chairman of the Committee on Quality in Office Based Surgery convened by the Commissioner of Health of New York State. Dr. Rosof is a member of the Clinical Performance Measurement Committee of NCQA and is the Chair of the Physician Advisory Committee for UnitedHealth Group. Dr. Rosof is President and CEO of QHC (Quality in Health Care) Advisory Group, LLC.

Dr. Rosof is a Master of the American College of Physicians and Chair Emeritus and President Emeritus of the Board of Regents of the American College of Physicians. Dr. Rosof is Past Chair of the Board of Trustees of the Foundation of the American College of Physicians, The American Society of Internal Medicine and The Internal Medicine Center to Advance Research and Education. Dr. Rosof is the recipient of the Laureate Award from the American College of Physicians and the Theodore Roosevelt Award for Distinguished Community Service.

Mary Jean Schumann, MSN, MBA, RN, CPNP

Mary Jean Schumann, MSN, MBA, RN, CPNP is Chief Programs Officer (CPO) of the American Nurses Association (ANA). As CPO, Schumann is responsible for directing all of ANA's rich programmatic and content areas including nursing practice and policy, government relations, ethics and human rights, occupational and environmental health and the association's continuing education programs. Additionally, Schumann will fulfill a key role on the senior executive leadership team where priorities include advocating for safe, quality health care for the public through support for the nursing profession, and advancement of the registered nurse as a key provider in the nation's health care delivery system.

Prior to ANA, Schumann gained extensive senior management experience in both large and small health care organizations. For more than three years, she served as Executive Director of the National Organization on Adolescent Pregnancy, Parenting and Prevention, in Washington, DC. She was responsible for obtaining major research grants and for redirecting the efforts of the organization toward seeking long-term leadership solutions.

Additionally, Schumann's background includes being named as Executive Director of the National Certification Board of Pediatric Nurse Practitioners. For more than four years, Schumann brought leadership to the organization, resulting in increased membership and key alliances with other organizations.

Schumann also held the position of chief nursing officer at Tomah Memorial Hospital, in Tomah, Wisconsin. While there, she directed emergency medicine, medical-surgical, operating and obstetric departments, hospice, alcohol and drug abuse, and cardiac rehab programs to a service area of approximately 25,000 community residents.

Schumann's experience also includes proven success in analyzing health care markets for potential business opportunities that resulted in new programs, new memberships or new facilities in order to increase market share.

Clinically, Schumann has focused her career on providing services to various pediatric populations and to many local hospice patients and their families through Montgomery Hospice Society in Maryland. Schumann is enrolled in the Doctorate of Nursing Practice at Johns Hopkins University, in Baltimore, Maryland.

Linda J. Shinn, MBA, RN, CAE

Linda J. Shinn, MBA, RN, CAE is Principal, Consensus Management Group (CMG), Indianapolis, IN. CMG is one of the country's top association management consulting firms engaged in training; strategic planning; governance, management and operational audits, research and planning; merger facilitation and executive search. Shinn also consults in the area of compensation and benefits, human resources, teambuilding and health care.

Prior to joining CMG, Ms. Shinn served as Deputy Executive Director and Chief Operating Officer of the American Nurses Association.

Shinn is a graduate of Memorial Hospital of South Bend School of Nursing, Indiana University and the University of Indianapolis. She holds a Baccalaureate Degree in Political Science and a Masters in Business Administration. In 1994 she received an honorary doctorate of science from the University of Indianapolis.

Linda is a Certified Association Executive and a Fellow of the American Society of Association Executives. She is a frequent speaker and author.

The Honorable Linda J. Stierle, MSN, RN, NEA-BC

The Honorable Linda J. Stierle, MSN, RN, NEA-BC is a nurse leader with more than 40 years of diverse management experience in health care. She retired as the chief executive officer (CEO) of the American Nurses Association (ANA) in May 2009 after serving nine plus years as the CEO. The ANA Enterprise is comprised of its three subsidiaries, the American Nurses Foundation (ANF), the American Academy of Nursing (AAN), and the American Nurses Credentialing Center (ANCC) as well as 17 organizational affiliates and its workforce affiliate, the Center for American Nurses. ANA is the largest and second oldest professional organization for registered nurses (RNs) in the United States, a federation of 51 Constituent Member Associations (CMAs) representing the interest of the nation's 2.9 million RNs.

As the ANA CEO, Stierle developed and implemented programs designed to meet the vision and goals of the association. The CEO leads and manages the national headquarters, its operations, and staff. She represented the ANA within and outside of the nursing community to articulate the values, beliefs and principles that define ANA as an integrated, multipurpose organization and to improve the public's perception of nursing. With approximately 200 staff members and a \$50 million plus annual budget, ANA is one of the largest associations in the Washington metropolitan area.

In addition, Stierle, a long time member of the Texas Nurses Association until February 2000 when she transferred her membership to the Maryland Nurses Association, was instrumental in the creation of ANA's newest constituency for nurses in the uniformed services, the Federal Nurses Association (FedNA). This constituency was created through bylaws changes passed in 1999 by the ANA House of Delegates. On March 23, 2000 the ANA Board of Directors accepted FedNA as the newest constituent member.

Stierle retired in February 2000 as a Brigadier General in the United States Air Force Nurse Corps where she served as the twelfth Chief of the Nurse Corps. Stierle began her military career in 1970 as a staff nurse in intensive care. During her career she held various clinical and management positions including chief nursing officer at Wilford Hall Medical Center, Lackland Air Force Base in San Antonio, Texas, the Air Force's largest medical center with 1,000 beds at the time and at the 48th Tactical Fighter Wing Hospital, Royal Air Force in Lakenheath, England. In addition, Stierle has both regional and national headquarters

corporate experience. From 1995 until her retirement from the military on February 01, 2000, Stierle was assigned to Bolling Air Force Base, Washington DC as director, medical readiness and Chief of the Air Force Nurse Corps. In these key healthcare roles, Stierle shared responsibilities for the development of healthcare policy in support of 46,000 medical personnel, 80 medical treatment facilities and oversight of a \$4.5 billion budget. She developed policies affecting 19,000 nursing personnel in active and reserve components and was responsible for training, organizing and equipping all Air Force medics.

Stierle's military awards include the Air Force Distinguished Service Medal, Legion of Merit with one oak leaf cluster, Meritorious Service Medal with three oak leaf clusters, Air Force Commendation Medal, Air Force Achievement Medal, and National Defense Service Medal with Bronze Star.

In 2002, President Bush appointed Stierle to a 5-year term on the Board of Regents of the Uniformed Services University of the Health Sciences where she served as the Vice Chair of the Board until the fall of 2008. In addition to her membership in ANA and the Maryland Nurses Association, she is also a member of the Tau Theta Chapter of Sigma Theta Tau International, the American Organization of Nurses Executives, the Society of Air Force Nurses, and the American Society of Association Executives.

Stierle earned her master's of science in nursing from the University of California, San Francisco, a bachelors of science in nursing from Incarnate Word College, San Antonio, Texas and a diploma in nursing from Spartanburg General Hospital in Spartanburg, South Carolina.

Laura Thornhill, JD

Laura Thornhill, JD is the Manager for Policy & Development at the American Academy of Nursing (AAN). Formerly of the Missouri Attorney General's Office where she worked on professional regulatory issues and having later served as senior proposal writer for a social services agency, Ms. Thornhill now monitors health policy trends for AAN and advocates for nursing's contributions to health reform. A Midwestern native, she is a graduate of the University of Kansas (BA) and the University of Missouri – Kansas City School of Law (JD) and is a member of the Missouri and Kansas Bar Associations. Ms. Thornhill is also a rowing coach and marathon runner.

Peggy Troy, MSN, RN

Peggy Troy, MSN, RN assumed the role of President and CEO of Children's Hospital and Health System on Jan. 12, 2009. Along with this role, she is the President of Children's Hospital of Wisconsin and Children's Health Education Center. She is Chairman and President of Seeger Health Resources and the National Outcomes Center, and Chairman of Children's Community Health Plan, Children's Medical Group, Surgicenter of Greater Milwaukee. She also is President and Secretary of Children's Research Institute.

She formerly was the Executive Vice President/COO of Methodist Le Bonheur Healthcare since February 2006. Her responsibilities included strategic management of the operations of six major hospitals within the Methodist Le Bonheur Healthcare System.

From January 2003 through February 2006, Peggy served as the President/CEO of Le Bonheur Children's Medical Center and Senior Vice President of Methodist/Le Bonheur Healthcare. She was responsible for a 225-bed comprehensive children's medical center, a division of Methodist/Le Bonheur Healthcare and affiliated with The University of Tennessee, Memphis. Responsibilities include direction and management of pediatric outcomes throughout the Methodist/Le Bonheur Healthcare System and the Le Bonheur Community Outreach Health Services.

Prior to joining Le Bonheur, she served as President of Cook Children's Medical Center in Ft. Worth, Texas. From 1981 to 2003, she served in several administrative and clinical capacities at Cook-Forth Worth Children's Medical Center, including her last position as President.

Mrs. Troy is a Registered Nurse and received her Master of Science in Nursing from DePaul University in Chicago, Illinois. She received her Bachelor of Science in Nursing from Marquette University in Milwaukee, Wisconsin.

Mrs. Troy served on a number of boards in Memphis. She recently joined the board of the Greater Milwaukee Committee and is in the process of joining other boards in the Milwaukee community. Mrs. Troy also is becoming reengaged in pediatric health care-related national organizations including Child Health Corporation of America (CHCA), the National Association of Children's Hospitals and Related Institutions (NACHRI) and Children's Miracle Network.

Thomas B. Valuck, MD, JD

Thomas B. Valuck, MD, JD, is Senior Vice President, Strategic Partnerships at the National Quality Forum (NQF). He leads NQF's work in promoting uses of measurement information for payment incentives, public reporting, accreditation and certification, quality improvement, workforce education, and systems development. He oversees NQF's convening of the National Priorities Partnership and NQF's assistance to communities in applying performance measurement to enhance healthcare quality and efficiency. He also works with public and private sector stakeholders in selecting measures for payment and public reporting programs and in setting the national agenda for measure development and endorsement.

Dr. Valuck comes to NQF from the Centers for Medicare & Medicaid Services (CMS), where he advised senior agency and Department of Health and Human Services leadership regarding Medicare payment and quality of care, particularly pay for performance. While at CMS, Dr. Valuck received a 2009 Administrator's Citation and the 2007 Administrator's Achievement Award for leadership in advancing Medicare's pay-for-performance initiatives.

Dr. Valuck worked at the University of Kansas Medical Center for nine years, where he managed quality improvement, utilization review, risk management, and physician relations in his role as Vice President of Medical Affairs before becoming the Vice President of External Affairs, where he advocated for delivery system, financing, and public health reforms before the U.S. Congress and the Kansas Legislature. Dr. Valuck has also worked for the Senate Health, Education, Labor, and Pensions Committee as a Robert Wood Johnson Health Policy Fellow, for the White House Council of Economic Advisers researching and analyzing public and private healthcare financing issues, and at the law firm of Latham & Watkins as an associate practicing regulatory health law.

Dr. Valuck has degrees in biological science and medicine from the University of Missouri-Kansas City; a master's in health services administration from the University of Kansas; and a law degree from the Georgetown University Law School.

Wendy L. Vernon, MPH, MPT

Wendy L. Vernon, MPH, MPT is currently senior program director with the National Quality Forum and is primarily responsible for overseeing the work of the National Priorities Partnership (NPP). Ms. Vernon has over 12 years of health care experience. Prior to joining NQF, she was manager of quality programs at the American Health Care Association, and she has worked as a project manager under CMS' quality improvement organization program. Ms. Vernon has master's degrees in public health and physical therapy from the University of North Carolina at Chapel Hill and a bachelor's degree from the Pennsylvania State University.

Mary Wakefield, PhD, RN, FAAN

Mary Wakefield, PhD, RN, FAAN was named administrator of the Health Resources and Services Administration (HRSA) by President Barack Obama on February 20, 2009. HRSA is an agency of the U.S. Department of Health and Human Services. HRSA works to fill in the health care gaps for people who live outside the economic and medical mainstream. The agency uses its \$7 billion annual budget (FY 2008) to expand access to quality health care in partnership with health care providers and health professions training programs.

Dr. Wakefield joined HRSA from the University of North Dakota (UND), where she was associate dean for rural health at the School of Medicine and Health Sciences, a tenured professor, and director of the university's Center for Rural Health.

Dr. Wakefield brings experience on Capitol Hill to her post at HRSA. In the 1990s, she served as chief of staff to two North Dakota senators: Kent Conrad (D) and Quentin Burdick (D). She also has served as director of the Center for Health Policy, Research and Ethics at George Mason University in Fairfax, Va., and worked on site as a consultant to the World Health Organization's Global Programme on AIDS in Geneva, Switzerland.

Dr. Wakefield is a fellow in the American Academy of Nursing and was elected to the Institute of Medicine (IOM) of the National Academies in 2004. She served on the IOM committee that produced the landmark reports *To Err is Human* and *Crossing the Quality Chasm*. She also co-chaired the IOM committee that produced the report *Health Professions Education*, and chaired the committee that produced the report *Quality through Collaboration: Health Care in Rural America*.

In addition, she has served on the Medicare Payment Advisory Commission, as chair of the National Advisory Council for the Agency for Healthcare Research and Quality, as a member of President Clinton's Advisory Commission on Consumer Protection and Quality in the Health Care Industry, and as a member of the National Advisory Committee to HRSA's Office of Rural Health Policy. At UND, Dr. Wakefield also was director of the Rural Assistance Center, a HRSA-funded source of information on rural health and social services for researchers, policymakers, program managers, project officers and the general public. In addition, the Center for Rural Health administered a \$1.6 million award from HRSA under the Critical Access Hospital Health Information

Technology Implementation program.

Dr. Wakefield is a native of Devils Lake, ND. She has a bachelor of science degree in nursing from the University of Mary in Bismarck and master's and doctoral degrees in nursing from the University of Texas at Austin.

Linda Warino, BSN, RN

Linda Warino, BSN, RN has been a registered nurse for thirty-six years. She is a staff nurse in the Post Anesthesia Care Unit and has worked in that unit for over thirty years of her nursing career. She was a Certified Post Anesthesia Nurse from 1993 through 2008 and served as her Collective Bargaining Unit Chairperson for six years, her District President for four years and for a full term as President of the Ohio Nurses Association.

In 2003, Linda assumed the position of Executive Director of District Three, Ohio Nurses Association and completed a four year term on the Board of Directors of the American Nurses Association, the American Nurses Political Action Committee and the American Nurses Credentialing Center in 2008. She currently serves as a member of the Editorial Board of *the Online Journal of Issues in Nursing* (OJIN), and has co-authored an article for that journal. She is a member of the American Association of Colleges of Nursing Staff Nurse Advisory Group on the Clinical Nurse Leader and also has revised a chapter in the fifth edition of *Policy & Politics in Nursing and Health Care*, Mason, Leavitt, Chaffee.

In March, 2008 she was a presenter at the American Nurses Association Staffing Summit, Silver Spring, MD where she made a “Case for RN Staffing” and in October, 2008, she was a presenter at the Ohio Perianesthesia Nurses Association Fall Seminar in Columbus, Ohio on *The Effects of Nurse Fatigue*. She was a recipient of the Youngstown State University Distinguished Nursing Alumni Award in 2008. Currently she is the Chair of the Nursing Quality Council at the Hospital where she works and has held that role since its inception over five years ago.

Other honors she received include the ANA Mary Ellen Patton Staff Nurse Leadership Award in 2004, induction into the United American Nurses Hall of Fame in 2005 and most recently, she received the Ohio Nurses Association’s Dorothy A. Cornelius Leadership Award in 2009.

Marla J. Weston, PhD, RN

Marla J. Weston, PhD, RN, a nurse leader with nearly 30 years of diverse management experience in health care operations, is the chief executive officer (CEO) of the American Nurses Association (ANA) and the American Nurses Foundation (ANF).

Prior to joining ANA, Dr. Weston served at the U.S. Department of Veterans Affairs, in the Veterans Healthcare Administration (VHA) first as program director in the Office of Nursing Services, and then as deputy chief officer in the department's Workforce Management and Consulting Office.

She oversaw policies, programs, and initiatives that supported the employees at all VHA facilities across the country. She also had responsibility for improving nurse retention, and for promoting nursing as an attractive career choice.

Earlier in her career, Dr. Weston served for four years as the executive director of the Arizona Nurses Association. During her tenure, membership increased 24 percent, while revenues rose 109 percent.

Dr. Weston graduated magna cum laude from Indiana University of Pennsylvania with a bachelor's of science degree in nursing. She graduated summa cum laude from Arizona State University, with a master's of science degree in nursing. She earned her doctoral degree at the University of Arizona, where she received an outstanding dissertation award.

Her dissertation, *Antecedents to control over nursing practice*, addressed ways to increase the decision-making role of the hospital nurse – in short, nurse influence and power.

Cecili Thompson Williams

Cecili Thompson Williams is the Outreach Director on the Campaign for Better Care at the National Partnership for Women & Families. In this capacity, she is responsible for grassroots and coalition mobilization to press for changes in health care delivery that older adults with multiple health problems and their families urgently need and deserve. The Campaign will be a multi-year effort to continue to push for health care delivery system reforms to improve chronic care for vulnerable older adults. A primary goal of Campaign is to build a lasting and powerful consumer voice by organizing older adults and their families as activists for better care. *The Campaign for Better Care* will go beyond the statistics about chronic illness to put a human face on the issue, to mobilize and engage patients and families to fight for the care they want and need, and to bring the voice of the consumer to the center of the policy debate.

Cecili's background is in organizing, training, and researching on a variety of human rights and social justice topics including healthcare, poverty, torture, and labor issues. Prior to joining the Campaign for Better Care, Cecili served as the Deputy Director of the Mid-Atlantic Regional Office of Amnesty International USA (AIUSA) where she oversaw activist training and human rights education activities in the region. In this role, she served staff lead for the annual Regional Conference and the Human Rights Education Service Corps program and field consultant for the Individuals At Risk and Counter Terror with Justice campaigns. Prior to joining the staff at AIUSA, she served as a volunteer Mexico Country Specialist for nearly 7 years, researching human rights violations in Mexico and designing and implementing campaign strategies. Previously, Cecili held the role of High Burden Country Project Associate on the Global Tuberculosis Project at RESULTS Educational Fund and, prior to that, as the Workers' Compensation Research Associate at the National Academy of Social Insurance. Cecili lives in the Washington, DC area with her husband and daughter.