

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
National Quality Forum
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University of Wisconsin-Milwaukee
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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, CNAA, 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, CNAA-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

Tom Valuck, MD, JD
Ashlie Wilbon
Bonnie L. Zell, MD, MPH

American Nurses Association Staff

François Marjorie

Marsha Russell

Mary Alexander, MA, RN, CRNI®, CAE, FAAN

As Chief Executive Officer of the Infusion Nurses Society (INS), *Mary Alexander, MA, RN, CRNI®, CAE, FAAN* is responsible for the management of an international, nonprofit specialty nursing organization of over 6,200 members by assuring consistent delivery of professional services to members. As Editor of the *Journal of Infusion Nursing*, a scientific, research-based, peer-reviewed publication, Ms. Alexander writes bimonthly columns for the *Journal* and has editorial responsibilities for a bimonthly membership newsletter, *INS Newslines*. She is an editor of the *Core Curriculum for Infusion Nursing, 3rd edition* and Editor-in-Chief of the new, revised INS textbook, *Infusion Nursing: An Evidence-Based Approach*. She is also responsible for the credentialing program of the Infusion Nurses Certification Corporation.

Ms. Alexander's areas of expertise include infusion therapy with an emphasis on patient safety, practitioner competency and standards development. Ms. Alexander's clinical experience spans a variety of practice settings, encompassing home care, alternative sites and acute care settings. She received her nursing diploma from Massachusetts General Hospital School of Nursing, her Bachelors of Science degree in Health Care Administration from Emmanuel College in Boston, MA, followed by her Masters of Arts in Business Administration from Framingham State College in Framingham, MA. She has maintained her certification in infusion nursing since 1985 and is recertified through 2012. In 2005, she achieved the Certified Association Executive (CAE) designation from the American Society of Association Executives. She is Past President of INS and received the distinguished award of INS Member of the Year in 1992. In November 2008 she was inducted as a Fellow of the American Academy of Nursing. She has spoken nationally and internationally on the benefits of the specialty practice of infusion nursing and standards of practice development.

Joanne Barnes, MS, RNC

Joanne Barnes, MS, RNC is currently a Senior Nursing Educator at Washington Hospital Center in Washington, DC. Previously, she has held positions as director, educator and clinical specialist in both healthcare institutions and in industry. She has a Bachelors degree in Biology from SUNY at Albany, a diploma in nursing from Ellis Hospital School of Nursing in Schenectady, NY, a Masters degree in Parent-Child Nursing from Russell Sage College in Troy, NY and a Masters degree in Computer Information Systems from the University of Phoenix. She has done numerous presentations on topics including obstetrical nursing, fetal monitoring, clinical information systems and patient safety. In addition to her membership in the Association of Women's Health, Obstetric and Neonatal Nurses (AWHONN), she is a member of Sigma Theta Tau, Association of Nursing Executives (AONE), American Nursing Informatics Association (ANIA), Healthcare Information and Management Systems Society (HIMSS) and National Nursing Staff Development Organization (NNSDO). Her publications include a chapter entitled Fetal Arrhythmias in AWHONN's recently published *Fetal Heart Monitoring Principles & Practices, 4th ed.*

Elizabeth Capezuti, PHD, RN, FAAN

Elizabeth A. Capezuti, PhD, RN, FAAN, the John W. Rowe Professorship in Successful Aging, is a Professor at New York University's College of Nursing. She also serves as Co-director for the Hartford Institute for Geriatric Nursing where she directs the NICHE (Nurses Improving the Care of Healthsystem Elders) program. Her program of research focuses on the development and testing of individualized interventions aimed at improving elder care, including reduction of functional decline, falls and injuries among older adults. Findings from her research have been used to draft both state legislation and federal regulations related to nursing home care. She serves on several national boards and has been a consultant to the Hospital Bed Safety Workgroup of the United States Food and Drug Administration and the Center's for Medicare and Medicaid Services. Dr. Capezuti has published extensively in the areas of fall prevention, restraint and side rail elimination, elder mistreatment and legal liability issues. She is a Fellow of the American Academy of Nursing, the Gerontological Society of America, the American Association of Nurse Practitioners, and the New York Academy of Medicine.

Dr. Capezuti received her doctoral degree in nursing from the University of Pennsylvania in 1995 and was a Hartford Institute Gerontological Research Fellow at New York University in 1998. She is a nationally certified Geriatric Nurse Practitioner. She has also been on the faculty of the University of Pennsylvania School of Nursing from 1984 through 2000 where she received the 1995 Provost's Award for Distinguished Teaching. From 2000 to 2003 she held the Independence Foundation - Wesley Woods Chair in Gerontologic Nursing at Emory University.

NICHE: Nurses Improving Care for Healthsystem Elders

Started in 1992, NICHE is a national leader in improving geriatric care in hospitals. Currently, over 280 hospitals have adopted NICHE programs. They share a common vision of providing exemplary care to older adults through implementing NICHE's systemic approach to creating organizational change across disciplines. A program of the Hartford Institute for Geriatric Nursing at New York University College of Nursing, the focus of NICHE is on programs and protocols that are dominantly under the control of nursing practice; in other words, areas where nursing interventions have a substantive and positive impact on patient care.

The care of older adults requires an interdisciplinary approach, and nurses play a critical role in delivering geriatric sensitive care. The bedside nurse is central to the process of improving the quality of care for older adults by facilitating prompt detection and treatment of common geriatric problems, promoting health, and preventing functional decline. At NICHE we view the GRN Model as the foundation for improving geriatric care. The underlying goal, improving the geriatric knowledge and expertise of the bedside nurse, is essential to implementing system-wide improvement in the care of older adult patients. The Geriatric Resource Nurse (GRN) model is an educational and clinical intervention model that prepares staff nurses as the clinical resource person on geriatric issues to other nurses on their unit. GRNs are trained by geriatric advanced practice nurses to identify and address specific geriatric syndromes such as falls and confusion, and to implement care strategies that discourage the use of restrictive devices and promote patient mobility. NICHE protocols provide nurses the latest evidence to integrate into practice and thus to be effective members of the interdisciplinary team. The GRN model is often the first step in developing and implementing other systematic geriatric initiatives since NICHE principles complement other interdisciplinary quality and geriatric models.

Kathy Clark, RN MSN, CRRN

Kathy Clark, RN MSN, CRRN serves as Associate Nurse Executive at the Roosevelt Warm Springs Institute for Rehabilitation in Warm Springs, GA. In this capacity she oversees operations of the 32 bed Inpatient Rehabilitation Facility (IRF). Her IRF responsibilities include supervising the Nurse Administration Team, writing new policy and procedures as well as updating current standards, managing the Performance Improvement Process for Nursing, meeting Joint Commission Accreditation Standards and Georgia Office of Regulatory Services Guidelines, supervising the nursing hiring process, as well as serving on hospital-wide committees such as Nurse Administration, Pharmacy and Therapeutics, Safety, Medical Records, Resource Management, Leadership, Infection Control, Nurse Executive and Clinical Practice. She recently was instrumental in helping formulate paper health records into computer format utilizing CPSI point of care system.

Before organizational restructuring, Ms. Clark served two years as Acting Director of Nursing Inpatient Services for both Roosevelt Warm Springs hospitals, Inpatient Rehabilitation Facility and Long Term Acute Care Hospital. Prior to this time, she had 17 years of experience in a supervisory and leadership capacity within the rehabilitation hospital, with an additional three years as Staff Nurse. She has been a Certified Rehabilitation Nurse since 1989.

Ms. Clark served two years as a Member of National Board of Directors for the Association of Rehabilitation Nurses, representing Region 3. She assisted in the development of a five year Strategic Plan for Association of Rehabilitation Nurses. In 2009 she served as Representative for the Association of Rehabilitation Nurses on the Health Council Committee for the National Quality Forum. In 2007 and 2008 Clark was an invited participant representing Association of Rehabilitation Nurses at Joint Commission Invitational Liaison Meetings. She served as Conference Committee Member in 2004 for the 30th Annual Education Conference, Association of Rehabilitation Nurses. She has been a member of Association of Rehabilitation Nurses Georgia Chapter for 20 years and has served during that time as Board Member, President, Treasurer and Program Chairman for Annual Education Conferences. Ms. Clark has served on the Advisory Council for Gordon College School of Nursing and Georgia Southwestern School of Nursing. During her career, she has worked in the clinical setting with students from all levels in the nursing profession.

Ian Corbridge, MPH, RN

Ian Corbridge, MPH, RN is a Project Manager in the Performance Measures Department at the National Quality Forum (NQF). As a new member to the NQF team, Ian will be working on the Patient Outcomes project – specifically mental health and child health. Ian earned his Bachelor of Science in Nursing and Global Studies from Pacific Lutheran University and a Masters in Public Health from the George Washington University. His public health background is in health policy and health economics. As a clinician, Ian has worked in the mental health field at a community hospital in the District of Columbia, which predominately serves a marginalized and low-income population. His clinical and public health experience provides a strong theoretical and practical background to influence the health care paradigm, leveraging critical health inputs to improve the health and well-being of our nation.

Melanie Duffy, MSN, RN, CCRN, CCNS

Melanie Duffy, MSN, RN, CCRN, CCNS is the current president of the National Association of Clinical Nurse Specialists (NACNS). She has been practicing as a Critical Care CNS for 21 years. Melanie was instrumental in the drafting and signing of the title protection law for CNSs in Pennsylvania.

Kristen Fessele, RN, MSN, APRN-BC, AOCN®

Kristen Fessele, RN, MSN, APRN-BC, AOCN® received her BSN from Northeastern University in Boston, MA, and then completed the Cancer Nurse Traineeship at the National Cancer Institute in Bethesda, MD. She has worked in a number of inpatient and outpatient clinical areas, including medical oncology, surgical immunotherapy, bone marrow transplant, and AIDS-related malignancies as a staff nurse. After completing a MSN degree at the University of Pennsylvania, she worked as a clinical nurse specialist, and then attended Rutgers, The State University of NJ to obtain a post master's NP certificate. She joined the Advanced Practice Nursing department at The Cancer Institute of New Jersey in 2002 and cared for patients with breast cancer, as well as those with advanced cancers participating in Phase I clinical trials.

Ms. Fessele moved to the role of Associate Director for Human Research Services at CINJ in 2005, and continued to practice in the Breast Cancer Survivorship clinical program, while remaining active in pain and symptom management consultation and educational activities. She began work towards a PhD in Nursing and Health Outcomes Research at Rutgers in June 2008. In December 2008, she joined the Oncology Nursing Society (ONS) as a Research Associate, and currently serves as project manager for a national breast cancer quality measures development and testing pilot program. She is a member of the North Central NJ chapter of ONS, and serves as a Professional Advisory Board member for the Central NJ branch of The Wellness Community.

Betty MacLaughlin Frandsen, RN, NHA, MHA, CDONA/LTC

Betty MacLaughlin Frandsen, RN, NHA, MHA, CDONA/LTC joined the American Association of Nurse Assessment Coordinators (AANAC) as a writer of educational materials for Directors of Nursing and other nurse leaders in 2008, and became their Vice President of Education and Regulatory Affairs in 2009. Prior to joining AANAC, she was the Regional Director for several skilled nursing facilities in Upstate New York. With over 30 years experience in long term care, she began her career as a nursing home nurses aide. Betty held the position of Director of Nursing for 14 years, and worked as a licensed Nursing Home Administrator in both Pennsylvania and New York.

For four years Betty was Director of Relationship Development and Government Affairs at the Pennsylvania-based Institute for Caregiver Education, where she served as a culture change consultant to nursing homes in Massachusetts and Pennsylvania, as author of the *F-Tag Crosswalk to Culture Change*, and as a presenter at numerous Culture Change Intensive seminars. Additionally, she was their grant writer for educational and culture change initiatives in Florida, Massachusetts, and Pennsylvania nursing homes; and primary author/editor for www.skills4care.org, an on-line classroom for nursing home administrators.

Betty is past President of the National Association of Directors of Nursing Administration in Long Term Care (NADONA) and served five years as their Legislative Coordinator to Washington DC. She holds the degrees of Associate in Applied Science, Registered Nursing - Summa cum Laude; Bachelor of Science in Health Care Administration; and Master of Science in Health Administration.

AANAC is a nonprofit professional association operated by nurses for nurses, and is dedicated to providing its 10,000 members with the resources, tools, and support they need in their specialized role of leaders and managers in long term care. The organization is headquartered in Denver CO.

Linda K Groah, MSN, RN, CNOR, CNAA, FAAN

Linda K Groah, MSN, RN, CNOR, CNAA, FAAN has been the CEO/executive director of the Association of periOperative Registered Nurses (AORN) since March 2007. AORN is a membership organization representing more than 43,000 Registered Nurses in the US and abroad who facilitate the management, teaching and practice of perioperative nursing.

A veteran perioperative nursing executive, Groah has devoted her entire career to perioperative nursing practice, education, and executive management. Groah's previous professional positions include international healthcare consultation, chief operating officer and nurse executive of Kaiser Foundation Hospital in San Francisco, California.

Throughout her career, Groah has focused on improving patient safety. As COO and CNO at Kaiser Permanente-San Francisco she was responsible for more than 1,000 staff and an operating budget of \$100 million providing strategic and operational leadership for nursing and related services. In that role, Groah introduced and piloted several patient safety initiatives including walking rounds for administration and the implementation of the "Just Culture" concept.

Groah's commitment to patient safety and her ability to effect change in the healthcare industry is further reflected in the current AORN initiative to develop an electronic perioperative data set that will be integrated into perioperative information systems. The perioperative data set will incorporate AORN's standardized nursing vocabulary, the Perioperative Nursing Data Set (PNDS), and align with clinical standards, accreditation specifications, and regulatory requirements to promote ongoing compliance and consistent patient care. Standardized, evidence-based data derived from documentation will be gathered into a secure national data repository. This data repository will support benchmarking activities across settings and institutions and will enable OR healthcare professionals to measure and evaluate the quality and effectiveness of care.

Groah received AORN's Award for Excellence in Perioperative Nursing in 1989 and was inducted in 2000 as a fellow of the American Academy of Nursing. In 2005, she received Nursing Spectrum magazine's California and US Nursing Excellence Award for Leadership. In 2006, she was named one of San Francisco's 100 most influential women in business.

Teresa M. Haller, MSN, MB, RN, NEA-BC

Teresa M. Haller, MSN, MB, RN, NEA-BC is currently on the Board of Directors for the Center for American Nurses as Treasurer. The Center for American Nurses is a workforce advocacy association that is an organizational affiliate of the American Nurses Association.

In her work role, Teresa is the Director of Business Operations and Workforce Development at the University of Virginia Health System, and adjunct faculty at the University of Virginia School of Nursing, Charlottesville, VA. She is responsible for integrating financial and clinical information particularly in regards to the nursing workforce, patient safety, clinical outcomes and staffing effectiveness. She serves as the NDNQI site coordinator for UVAHS and directed the data submission to ANCC for Magnet designation in 2004, as well as demographic reporting annually thereafter. Additionally, Teresa provides direction to the New Graduate program and PCA/PCT program at UVAHS.

She is the immediate past-president of the Virginia Nurses Association, and a former Treasurer of that association. In 2006, Teresa was appointed to serve on the Attorney General's Task Force on Regulatory Reform, and the workforce workgroup of the Governor's Health Reform Commission. She was recognized as one of VNA's Top 100 nurses in 1999.

Ms. Haller is a member of Sigma Theta Tau International, National Honor Society of Nursing; The American Organization of Nurse Executives; and the Virginia Organization of Nurse Executives. She received her certification in advanced nursing administration (NEA-BC) from ANCC in October, 2007.

Donna Hathaway, PhD, RN, FAAN

Donna Hathaway, PhD, RN, FAAN received her baccalaureate and masters degrees in nursing from the University of Missouri-Columbia and her PhD in nursing from the University of Texas at Austin. During her career she has held a variety of clinical positions working primarily in post surgical units and has taught in all levels of nursing schools.

Since 1984 Dr. Hathaway has been on faculty in the Colleges of Nursing and Medicine at the University of Tennessee Health Science Center in Memphis where she is currently a Professor, Dean of Nursing, and the Ruth Neil Murry Endowed Chair in Nursing. Her research, which examines quality of life and biobehavioral outcomes following organ transplantation has widely published and enabled sponsorship of several pre- and post-doctoral fellows, K-awards and minority supplements for both nurse- and physician-scientists. Dr. Hathaway has served on numerous NIH review panels and workgroups, and she has served as president of the Southern Nurses Research Society, and on the Board of Directors of the International Transplant Nurses Society.

Dr. Hathaway is a fellow in the American Academy of Nursing and is currently on the Board of Directors of the American Association of Colleges of Nursing (AACN) where she serves as Program Chair for the organization. Dr. Hathaway also chaired the DNP Essentials Task Force for AACN that developed *The Essentials for Doctoral Education for Nursing Practice* which has served to transform the education of nurses for advance nursing practice. She speaks widely on DNP education and has consulted with numerous schools developing DNP programs.

As a Robert Wood Johnson Nurse Executive Fellow and alumna, Dr. Hathaway established an organization of practice and education sector chief nurse executives to address quality care issues across the Memphis area. Her interest and work in the quality arena subsequently included charter membership on the board of directors of the Health Professions Education Collaborative sponsored by the Institute for Healthcare Improvement, participation in the Harvard-Macy Interprofessional Health Educators Summer Program, early adoption of AACN's Quality and Safety Education for Nurses initiative, and membership in The Healthy Memphis Commontable, an organization dedicated to improving healthcare across the community. Dr. Hathaway also is currently chair of the Nursing Institute of the Midsouth which she co-founded with other chief nursing officers in Memphis to help address nursing workforce issues in the area.

Verena Briley Hudson, MN, RN

Verena Briley Hudson, MN, RN serves as an Organization of Nurse Executives Board of Director At-Large. She also served as AONE Board of Director in Region 5 and 7 (also American Hospital Association's Regional Policy Boards); Chair for the 2007 AONE's 40th Anniversary Celebration, Washington, DC; AONE's Chairperson for their first International Task Force/Committee; AONE's Chairperson for their first Technology Committee; AONE's Chairperson for By-Laws Committee, Education Committee, 2006 Federal Relations and Legislative Policy Issues Committee; Diversity Task Force; Nominations Committee. She was an instructor for the AONE's Aspiring Nurse Leader Institute. Additionally, Verena, as requested by the AONE's Executive Leadership represented AONE in many key roles throughout organizational structure. This included her serving as a key participant for AONE's Day of Dialogue for Nurses Improving Care for Health System Elders, a panelist and guest speaker for the National Student Nurses' Association Fall 2006 meeting, the 4th Nursing Academic International Congress, the Competency & Credentialing Institute, "Think Tank" advisor and consultant for "The Future of Learning, among others. She was selected as one of only 12 of AONE's Nurse Leaders to appear on the 2005 Nurse Leader calendar as Ms. January for a 10,000 copies nationwide distribution, published by Nursing Spectrum, and she was recognized by AONE's publication Nurse Leader as a "Mover and Shaker". Verena is an active participant and delegate in AONE's People-to-People Ambassador Programs: Russian Nursing and Healthcare Delegation-October 1-12, 2005 and China Nursing and Healthcare Delegation-August 26-September 7, 2007, and the delegation to South Africa in August 2008. Verena has written publications for AONE's "Nurse Leader" journal and their "Voice of Nursing Leadership" publication.

Mrs. Briley Hudson is the Department of Veterans Affairs' (VA) Chicago and Kansas City Regional Director, Office of Healthcare Inspections, VA Office of Inspector General and was the former Chief Nurse Executive for the Central Texas Veterans Healthcare System (Temple, TX facility) as well as nurse leadership roles in five other VA medical centers through her 36-year career. Dedicating her nursing career to ensure veterans care and former military members receive the best possible quality care through her oversight, Verena keeps abreast of the greater healthcare needs in the VA, Department of Defense, and the community. She concurrently served and retired, with the Meritorious Service Medal, from the U.S. Army (Reserves) earning the Lieutenant Colonel rank. In her various travels, she served on active duty during Operation Desert

Storm/Shield and in a host of military nurse leadership roles throughout the United States.

Professional organizations include: American Association of Spinal Cord Injury Nurses, Associate Editor/Journal, 2006-2008; American Association of Spinal Cord Injury Nurses, Chairperson/Member Committee, Clinical and Professional Practice, 2002-2006; Sigma Theta Tau International Honorary Member Society for Nurses, 1980-current; Army Nurse Corps Association, Member, 2000-2008; Association of Military Surgeons of the US-Federal Societies of Health Agencies, Member, 1980-current, Alpha Kappa Alpha Sorority, Inc.

Judy Lentz, MSN, RN, NHA

Having graduated from the diploma program of Presbyterian-University Hospital some 30+ years ago, the nursing career of *Judy Lentz, MSN, RN NHA* has spanned the country (California, Tennessee, and Pennsylvania) and has included a variety of responsibilities from staff nurse to nursing administration. Her educational endeavors followed a parallel path. While working on her bachelor's degree, the son of her dearest high school friend was tragically killed in a school bus accident. Lentz sought to learn everything she could about death and dying but there was little available in those days. Not only did she utilize this education to support her friend, but she also incorporated this newfound knowledge in clinical care. Ms. Lentz was the night nurse who completed her nursing documentation at the bedside of a dying patient rather than to leave that patient alone. She recognized her nursing career was being redirected – no doubt, spiritually influenced. End-of-life care became her newly focused specialty.

Upon completion of a Bachelor of Science in Nursing degree from Pennsylvania State University, Lentz entered the University of Pittsburgh where she completed her Master's Degree in Nursing as an oncology clinical nurse specialist maintaining certification to this day in oncology. Good fortune provided the opportunity to initiate a Community Clinical Oncology Program in a community hospital northwest of Pittsburgh. As the Oncology Clinical Nursing Specialist, Ms. Lentz coordinated the product line along the cancer continuum from diagnosis to death. Over the past twenty years, she has been a member of the Hospice Team as well as actively directing, coordinating and facilitating palliative care within the acute care setting. Additionally, having been charged with the responsibility of initiating a sub-acute unit, she completed the nursing home administrative course and became licensed as a Nursing Home Administrator.

Ms. Lentz is proud to be the Chief Executive Officer of HPNA. While leading the programs and policies of this organization, she also seeks to:

- become familiar with the members to learn more about their needs
- visit regional groups to strengthen the links with the national office
- encourage organizational growth and,
- increase the visibility of the organization in every possible direction.

Isis Montalvo, MS, MBA, RN

Isis Montalvo, MS, MBA, RN is the Director of the American Nurses Association National Center for Nursing Quality (NCNQ®). The National Center for Nursing Quality (www.ncnq.org) advocates for nursing quality and patient safety provides measurement services in developing and reporting nursing measures and facilitates collaborative learning. Ms. Montalvo directs and coordinates the interpretation and response to issues related to nursing quality and provides strategic direction and oversight to the National Center for Nursing Quality and the National Database on Nursing Quality Indicators® (NDNQI®) in which close to 1500 hospitals currently participate (www.nursingquality.org).

She co-chairs the NDNQI Research Council and chairs the annual NDNQI Conference planning. Ms. Montalvo has over 22 years experience in multiple areas of clinical and administrative practice with a focus in critical care and performance improvement. As a former NDNQI Site Coordinator, Quality Specialist, and Nursing Research Chair at a large urban facility she brings expertise in data analysis, performance improvement, and nursing care evaluation. She has published articles and books on nursing quality improvement and received a STC publication award for the 2007 book: *Transforming Nursing Data into Quality Care: Profiles of Quality Improvement in U.S. Healthcare Facilities*.

In 1996, she received her Master's in Business Administration from the University of Baltimore in Maryland and her Master's of Science in Nursing Administration from the University of Maryland. She is a Critical Care Registered Nurse (CCRN) Alumnus and a member of the American Association of Critical Care Nurses, the American Society of Association Executives/The Center for Association Leadership, the National Association for Healthcare Quality, the American Nurses Association, and Phi Kappa Phi, Sigma Theta Tau Honor Societies.

Karen Beckman Pace, PhD, RN

Karen Beckman Pace, PhD, RN is a Senior Program Director at the National Quality Forum (NQF), a voluntary consensus standards-setting organization. She serves as the project leader for a variety of national consensus standards initiatives focused on quality measures and practices such as evidence-based practices to treat substance use conditions, quality measures for immunizations, and hospital care outcomes measures. She also leads projects on developing and applying measure evaluation frameworks and criteria.

She brings over 30 years of experience in health care to her career in health care quality and health services research. Prior to joining NQF, she was a Senior Scientist at the Delmarva Foundation and served as the lead scientist for Medicare's Home Health Quality Improvement Organization Support Center that led the national implementation of Medicare's home health quality improvement program. She has held a variety of positions in home care, hospice and home infusion therapy including clinical, management, education, and policy. Prior to beginning her doctoral studies, Karen was the vice president for research and regulatory affairs at the National Association for Home Care. She has held nursing faculty positions at Southern Illinois University and Arizona State University.

She received a PhD in Nursing, with a minor in Health Care Policy and Management and a Certificate in Health Care Outcomes Management and Research from the University of Kansas. Pace was awarded the prestigious Self Graduate Fellowship, and concurrent with her doctoral studies she completed a four-year development program aimed at fostering high-level skills in communication, leadership, management, and innovation. A St. Louis native, Pace received a Bachelor's degree in Nursing from Southern Illinois University and a Master's degree in Nursing from St. Louis University.

AnnMarie Papa, RN, MSN, CEN, NE-BC, FAEN

AnnMarie Papa, RN, MSN, CEN, NE-BC, FAEN has been an emergency nurse for over 30 years, working as a staff nurse, manager, and director. She has served a number of roles in ENA at the local, state, and national levels, and will assume the role of President elect in 2010, AnnMarie is currently co editor for the Manager's Forum in the Journal of Emergency Nursing. Papa has presented on many topics related to emergency nursing regionally and nationally. She has been the recipient of local and national ENA awards for leadership and education.

An avid advocate for emergency nursing, AnnMarie is on the Advisory Boards for Advance for Nursing and has served on the Hospital Association of Pennsylvania's Capacity Management advisory board. She is adjunct faculty for Drexel University in Philadelphia PA and Waynesburg University in Waynesburg PA.

AnnMarie received her Bachelor of Science in Nursing in 1977 and her Master of Science in Nursing in 1995, from Villanova University in Villanova, Pennsylvania. She is currently pursuing a Doctorate in Nursing Practice from Waynesburg University in Waynesburg, PA. Papa has been certified in Emergency Nursing for over 25 years, and was inducted as a Fellow into the Academy of Emergency Nursing in 2006.

Dan Rafter

Dan Rafter joined the National Quality Forum (NQF) as a Communications Specialist in August 2008. Dan provides communications support to the National Priorities Partnership, coordinating the production of a quarterly newsletter and authoring web content for www.nationalprioritiespartnership.org. Dan also supports NQF's health information technology team, and helps plan and execute membership meetings and conferences.

Prior to joining NQF, Dan worked at strategic communications firm GMMB, providing media relations and advocacy support to a number of the firm's philanthropic and non-profit clients. Previously, Dan worked as a reporter and anchor for NPR-affiliate WFUV News in New York. He covered some of the region's biggest stories, including the NYC transit strike, multiple political races, and the 2007 Upper East Side plane crash. In 2007, his work won him recognition from the New York State AP Broadcasters Association.

Dan graduated from Fordham University in New York with bachelor's degrees in history and political science.

Lisa J. Thiemann, CRNA, MNA

Lisa J. Thiemann, CRNA, MNA has been in nursing for almost 20 years and has focused her advanced specialty clinical expertise in the field of nurse anesthesia, more specifically the pediatric population. Ms. Thiemann is currently the Senior Director, Professional Practice with the American Association of Nurse Anesthetists (AANA) as well as the association's Chief Practice Officer. Her current role within the association centers on addressing certified registered nurse anesthetist (CRNA) scope of practice and quality issues. As the AANA's primary representative to the National Quality Forum (NQF), Ms. Thiemann has had the opportunity to serve as a member of the Surgery and Anesthesia Technical Advisory Panel (TAP) for the NQF National Voluntary Consensus Standards for Hospital Care, Additional Priorities project in 2006-2007, and as a Steering Committee member for the NQF National Voluntary Consensus Standards for Hospital Care: Specialty Physician Performance Measures project in 2007. In addition to her work with the NQF, Lisa also serves as a seated member of the Surgical Care Improvement Project (SCIP) Technical Expert Panel, and has participated in performance measure development with the American Medical Association- Physician Consortium for Performance Improvement (AMA-PCPI). In an effort to continue to drive nurse anesthesia quality, Lisa has been substantively involved with the development and implementation of an evidence-based process for clinical practice document creation for the association. Her most recent publications focus on the implementation of evidence-based practice for the CRNA to improve quality and patient outcomes. Lastly, Ms. Thiemann also serves as one of the AANA representatives to the Safe Injection Practices Coalition (SIPC) working to address injection safety at the national level. Previously, Ms. Thiemann has held faculty positions within the Duke University School of Nursing Nurse Anesthesia Program in the capacity of Associate and interim Program Director, and at the Mayo School of Health-Related Sciences Nurse Anesthesia Program, serving as its clinical coordinator. Throughout her nurse anesthesia career, Lisa has been involved with clinical and didactic education. In addition to her past faculty positions, Lisa has served as the Associate Director for the Duke University Human Simulation and Patient Safety Center.

The 40,000 member AANA is the professional association representing over 90 percent of the Certified Registered Nurse Anesthetists (CRNAs) and student nurse anesthetists in the United States. CRNAs are prepared to the master's or doctoral level, must be certified by the autonomous National Board for

Certification and Recertification of Nurse Anesthetists in order to practice, and must be recertified every two years. As advanced practice nurses, CRNAs administer about 30 million anesthetics to patients each year in the United States. CRNA services include administering the anesthetic, monitoring and interpreting the patient's vital signs, and managing the patient throughout the surgery, as well as managing acute and chronic pain. Nurse anesthetists have provided anesthesia in the United States for nearly 150 years, and high quality, cost-effective CRNA services continue to be in high demand. CRNAs are Medicare Part B providers and since 1989 have billed Medicare directly for 100 percent of the physician fee schedule amount for their services. In some states, CRNAs are the sole anesthesia providers in nearly 100 percent of rural hospitals, affording these medical facilities obstetrical, surgical, trauma stabilization, and pain management capabilities.

Ashlie Wilbon, MPH, RN

Ashlie Wilbon, MPH, RN joined the National Quality Forum's Performance Measures team as a Project Manager in April of this year. She brings 7 years experience in healthcare service delivery; including acute care nursing, clinical education, and performance improvement, and believes becoming a nurse is one of the best decisions she has ever made. Ashlie earned a Bachelors of Science in Nursing at the University of Michigan's School of Nursing in Ann Arbor and completed a Masters in Public Health with a focus in Behavioral Science and Health Education at Emory University's Rollins School of Public Health. While practicing as a registered nurse, she specialized in medical-surgical, vascular surgery, and cardiac surgery acute care. Ashlie came to NQF from the Maryland Hospital Association's Quality Indicator Project where she worked as a Trainer/Educator and is currently pursuing a Masters in Business Administration. At NQF, Ashlie's current portfolio includes episode-based resource use, pediatric cardiac surgery, and code maintenance projects. Through her work at NQF, Ashlie looks forward to actively participating in the nursing collaborations and advocacy activities within performance improvement to address the role of nursing in improving the US healthcare delivery system.

Margarete Lieb Zalon, PhD, RN, APRN, BC

Margarete Lieb Zalon, PhD, RN, APRN, BC, professor of nursing at The University of Scranton, is President of the American Nurses Foundation. A scholar and educator, Dr. Zalon has completed a number of research studies on the intensity of acute pain and post-operative recovery in older adults. Her work has been published in several journals including the *Journal of Nursing Education*, *Nursing Research* and *Image: Journal of Nursing Scholarship*.

A past president of the Pennsylvania State Nurses Association, Dr. Zalon earned a bachelor's degree from Duke University in Durham, NC, and a master's degree and a PhD in nursing from New York University. She is a recipient of the Distinguished Nurse Award from the Pennsylvania State Nurses Association in recognition of her contributions and accomplishments to the nursing profession throughout the state.

Bonnie L. Zell, MD, MPH

Bonnie L. Zell, MD, MPH is the Senior Director for Population Health at the National Quality Forum where she is supporting the National Priorities Partnership to advance population health measurement to improve health of individuals and populations. She has a diverse background in healthcare, beginning with 6 years as a registered nurse in inpatient, home-care, public health and administrative settings, followed by 17 years as a practicing OB/GYN physician at Northern California Kaiser Permanente where she served as Chief of OB/GYN. Following this she served as Medical Director and Physician Midlife Specialist for the Aurora Women's Pavilion in Milwaukee, Wisconsin. Dr. Zell then moved to the public sector where she served as Healthcare Sector Partnerships Lead at the Centers for Disease Control and Prevention where she focused on patient safety, healthcare quality, and primary prevention strategies supporting initiatives at the community level. This was facilitated through development of partnerships between key national stakeholders in public health and the healthcare delivery system including hospitals, health plans, regulators, accreditors, professional societies, quality improvement organizations and federal agencies with the goal of linking multi-stakeholder efforts to improve the health of regional populations. She spent a year at the Institute for Healthcare Improvement as a George W. Merck Fellow 2006 - 2007 and is an on-going faculty member on the Triple Aim initiative to align public health and healthcare utilizing quality improvement methods to develop community-wide coalitions focused on health.