TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>WELCOME</td>
<td>3-4</td>
</tr>
<tr>
<td>AGENDA</td>
<td>5-7</td>
</tr>
<tr>
<td>PARTICIPANT LISTING</td>
<td>8-10</td>
</tr>
<tr>
<td>MEETING OVERVIEW</td>
<td>11</td>
</tr>
<tr>
<td>Workgroup Descriptions</td>
<td>12</td>
</tr>
<tr>
<td>Definitions of Core Concepts</td>
<td>13</td>
</tr>
<tr>
<td>Preliminary Recommendations</td>
<td>14</td>
</tr>
<tr>
<td>SOCIAL MEDIA TOOLKIT</td>
<td>15-16</td>
</tr>
<tr>
<td>PARTICIPANT BIOS</td>
<td>17-31</td>
</tr>
</tbody>
</table>

Walking Map of Campus

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- Mary Naylor c. 610-745-2088
- Nancy Hodgson c. 856-625-1660
May 2, 2018

Greetings!

On behalf of the University of Pennsylvania, I welcome this unique gathering of health care innovators and thought leaders to our campus and our city.

We value your wisdom and insights as you explore solutions to one of the most complex issues confronting societies not just here in the U.S., but across the globe. The need to assure high value care for vulnerable older adults and their family caregivers is of growing concern everywhere. You are gathering here at Penn at a crucial time in our nation’s efforts to improve the health and quality of life of older adults. They are the fastest growing segment of our society, whose expanding health needs must be fairly and adequately addressed, all the while being careful stewards of our country’s resources. This is a daunting challenge that will require careful thought and innovative solutions. Certainly, there could not be a more appropriate host for this gathering than Penn’s renowned School of Nursing.

Penn Nursing has a legacy of improving the lives of all people by translating ground-breaking research into health system improvements and policy advances while preparing the next generation of nurse leaders to build on this foundation. It exemplifies the leadership and contributions nurses can and – with your guidance – will make in responding to the complex challenges faced by older adults and their family caregivers.

I am grateful to each of you for your commitment to improving our health and community-based systems in addressing the care of vulnerable older adults and the support of their family caregivers. I look forward to learning about the recommendations resulting from this meeting and applaud and congratulate you on the important work you have gathered to perform.

With Warmest Wishes,

Amy Gutmann
Welcome Colleagues:

Our heartiest welcome to attendees of Penn Nursing’s ‘think tank’, “Assuring High Value Care for Vulnerable Older Adults and their Family Caregivers: Maximizing on the Contributions of Nurses”.

This convening emphasizes an exchange of perspectives from diverse thought leaders who are attempting to address the challenges of the aging of America, a top societal priority. These two days provide a unique opportunity to share ideas and gather inspiration to advance high value care for arguably the most vulnerable of older adults, those living with complex health and social needs. The special focus of this think tank is to explore how to capitalize on the unique contributions of nurses in responding to the challenges experienced by this population and those of their family caregivers.

This conference reflects the core of Penn Nursing’s research, education, and practice mission – innovating for life and living and our commitment to incubate, catalyze and facilitate solutions to society’s most pressing health issues through cross-disciplinary collaboration. We are proud of Penn Nursing’s exceptional achievements resulting from this approach. The impact of Penn Nursing is reflected in the path breaking research led by its faculty, the contributions and leadership of the nurse clinicians and scholars who are prepared to tackle major health care challenges and the positive impact of its leaders in influencing needed changes in health care practices and policies.

We are honored and excited by the extraordinary group coming together to share wisdom and advance ideas. We hope you will gain new insights, forge new relationships and strengthen your ties to a broad network of thought leaders who share a vision of capitalizing on the gifts of nurses in enhancing the care and outcomes of older adults and their caregivers and doing so while making the most of increasingly finite resources. With your guidance, we are confident we will emerge with a set of recommendations that will accelerate society’s efforts to assure that older adults with complex care needs achieve the outcomes that matter to them.
### AGENDA

**Tuesday, May 1, 2018**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
</table>
| 6:00-8:00pm | Opening Reception  
 (POD restaurant, 3636 Sansom Street, Philadelphia, PA 19104) |

**Wednesday, May 2, 2018**

(Houston Hall, 3417 Spruce Street, Philadelphia, PA 19104)

<table>
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<tr>
<th>Time</th>
<th>Event</th>
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</thead>
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| 8:30-9:00am | Continental Breakfast  
 (room: Hall of Flags) |
| 9:00-9:10am | Welcome  
 Antonia Villarruel, PHD, RN, FAAN  
 Professor and Margaret Bond Simon Dean of Nursing  
 University of Pennsylvania, School of Nursing |
| 9:10-10:00am | Call to Action  
 *Improving Life in an Aging Society: The Critical Role of Nurses*  
 Regina Herzlinger, DBA  
 Nancy R. McPherson Professor of Business Administration  
 Harvard Business School  
 Jackie Judd, BA  
 Health Policy Communication Consultant |
| 10:00-10:30am | Break  
 (Adjourn to room: Bodek Lounge) |
| 10:30-10:45am | Setting the Stage  
 Mary Naylor, PHD, RN, FAAN  
 Marian S. Ware Professor in Gerontology  
 Director, NewCourtland Center for Transitions and Health  
 University of Pennsylvania, School of Nursing |
10:45-12:30pm  Workgroup Presentations & Discussion

Care Models Workgroup
Mary Naylor

Person and Caregiver-Directed Partnerships Workgroup
Nancy Hodgson, PHD, RN, FAAN
Anthony Buvidas Endowed Term Chair of Gerontology
Associate Professor
University of Pennsylvania, School of Nursing

Innovation Workgroup
George Demiris, PHD, FACMI
Penn Integrates Knowledge Professor
University of Pennsylvania

12:30-1:30pm  Lunch

1:30-1:45pm  Break
(Adjourn to assigned breakout room)

1:45-5:00pm  Workgroup Breakout Sessions

Care Models Workgroup
(room 311, Griski Meeting Room)

Person and Caregiver-Directed Partnerships Workgroup
(room 314, Class of ’47 Meeting Room)

Innovation Workgroup
(room: Bodek Lounge)

5:00-6:30pm  Break

6:30-8:30pm  Reception & Dinner
(Inn at Penn, room: Regent/St. Marks, 3600 Sansom Street, Philadelphia, PA)

Thursday, May 3, 2018
(Houston Hall, 3417 Spruce Street, Philadelphia, PA 19104)

8:00-8:30am  Continental Breakfast
(room: Bodek Lounge)

8:30-8:45am  Setting the Stage
Nancy Hodgson

8:45-9:15am  Workgroup Reports
Care Models Workgroup
Mary Naylor
Person and Caregiver-Directed Partnerships Workgroup
Nancy Hodgson

Innovation Workgroup
George Demiris

9:15-11:15am Facilitated Discussion
Gail R. Wilensky, PHD
Senior Fellow
Project HOPE

11:15-11:40am Next Steps
Mary Naylor

11:40-12:00pm Closing Remarks
Risa Lavizzo-Mourey, MD, MBA
Robert Wood Johnson Foundation Population Health and Health Equity
Professor
University of Pennsylvania

12:00pm Adjourn
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C. TODD STAUB, MD, FACP
Senior Vice President, Physician Relations,
OptumCare
Optum

* Conference Planning Committee Members; ** Co-Chairs
MEETING OVERVIEW

Nurses are at the forefront in designing and implementing essential system changes in the care of vulnerable older adults. A substantial body of rigorous evidence demonstrates the contributions of nurses as leaders and core members of health care teams in assuring our aging population’s access to high value care and promoting positive health outcomes. This invitational “think tank” is designed to “move the needle” in capitalizing on nursing’s value in addressing an urgent global priority – creating a seamless care system for the growing population of older adults who are coping with multiple health problems complicated by social issues while addressing the needs of their family caregivers. Specifically, “think tank” participants will develop a set of actionable recommendations targeting a diverse set of influencers and designed to accelerate the use of innovations in which nurses play central roles and that have been demonstrated in rigorous studies to have a major positive effect on the care experience and health and quality of life outcomes of vulnerable older adults, while making the most of increasingly finite resources (high value). To accelerate the work at this meeting, participants were assigned to one of the following three workgroups:

- Accelerating the use of evidence-based care models;
- Increasing partnerships with person and caregiver-directed care initiatives; and,
- Advancing the use of emerging innovations (both human and technological).
Workgroup Descriptions

**CARE MODELS: Accelerating the Use of Evidence-Based Care Models**
Currently, health care and long-term services and supports provided to chronically ill older adults are fragmented, expensive, and rarely grounded in evidence. Nurses have played central roles in addressing these challenges by rigorously developing, testing and translating care models designed to promote high value, seamless care for older adults coping with complex health and social issues. The barriers to wide-scale uptake and scaling of such models have been carefully examined. The primary goal of this workgroup is to recommend a path to accelerate widespread implementation of proven, high value care models that maximize on the contributions of nurses and are responsive to the current and emerging needs of complex, chronically ill older adults and those of their family caregivers.


**PERSON AND CAREGIVER-DIRECTED PARTNERSHIPS: Increasing Partnerships with Consumers**
In recent years, engagement of consumers to promote their involvement in decision making regarding access to and use of high value health care and long-term services and supports has emerged as a national priority. Nurses involved in the care of complex, chronically ill older adults play a significant role in addressing this challenge, both for this population and their family caregivers. The primary goal of this workgroup is to devise strategies that inspire nurses and other health care leaders to partner with consumers in co-designing a seamless care system designed to address the complex health and social issues of chronically ill older adults and their family caregivers and meet consumers’ goals.

Workgroup Members: David Baiada, Kathryn Bowles, John Capasso, Jane Carmody, Norma Coe, Terry Fulmer, Marian Grant, Julian Harris, Regina Herzlinger, Nancy Hodgson (Chair), Deborah Lynch, Sandy Markwood, Debra Ness, Susan Reinhard, Randi Roy, Todd Staub, Jasmine Travers, Toni Villarruel, Rachel Werner

**INNOVATION: Advancing the Use of Emerging Innovations (Human and Technological)**
Innovation is foundational to the transformation of health care and long-term services and supports for the growing population of complex, chronically ill older adults and their family caregivers and is essential to achieve high value care. Nurses involved in the care of chronically ill older adults play a significant role in the design, implementation and evaluation of innovations for this population and their caregivers both within and across health, long-term and community-based care systems. The primary goal of this workgroup is to promote a learning health system orientation among nurses and other health team members grounded in maximizing the potential of human and technological innovation to seamlessly address the complex health and social issues of chronically ill older adults and their family caregivers.

Workgroup Members: Linda Aiken, Gretchen Alkema, Anthony Buividas, Regina Cunningham, George Demiris (Chair), Erin Denholm, Jackie Judd, Susan Hassmiller, Jennifer MacDonald, Michael McGinnis, Rosemary Polomano, Daniel Polsky, Carol Raphael, Terry Richmond, Lewis Sandy, Justine Sefcik, Martin Sepulveda, Eileen Sullivan-Marx, Heather Young
Definitions of Core Concepts

For the purposes of this “think tank”, the following definitions of key concepts will be used.

**Complexity** (as it relates to the delivery of care) – Gap between a) the needs of older adults living with multiple chronic conditions complicated by functional deficits (decreased ability to engage in basic activities of daily living) and the needs of their family caregivers (relatives or friends), and b) available, accessible and affordable health and social services.¹

**Value** – Care delivery approaches demonstrated to improve outcomes in care recipients’ experiences with care and health and quality of life relative to the costs required to achieve enhanced outcomes.²

**Evidence-Based Care Models** – Approaches to the care of complex older adults and their family caregivers derived from rigorous clinical trials that also have been demonstrated to achieve similar results in “real world” applications.

**Consumer Driven Care** – Care initiatives that respect and respond to older adults’ and their family caregivers’ (the consumers) healthcare needs, goals, and values. Consumers and clinicians work in full partnership to guarantee that each consumer’s values, knowledge and experience drive the creation of an individualized care plan and effective and efficient delivery of services.³

**Innovation** – The process of making changes, large and small, radical and incremental, to products, processes, and services that result in the introduction of something new for the organization that adds value to the care received by complex older adults and their family caregivers (the consumers) and contributes to the knowledge store within and across organizations.⁴

**Continuity** – Refers to “comprehensive implementation of individualized care plans, including ensuring timely access to appropriate, high-value health and community-based services, timely exchange of information between and among all team members, and access to continuous sources of care to foster trust with complex older adults and their caregivers”.⁵

**Learning Health System** – “One in which science, informatics, incentive and culture are aligned for continuous improvement and innovation, with best practices seamlessly embedded in the care process, patients and families active participants in all elements and new knowledge is captured as an integral by-product of the care experience.”⁶,⁷

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Workgroup Preliminary Recommendations (as of 04/23/2018)

**Goal:** Develop actionable recommendations—designed to maximize on nursing’s contributions in the delivery of high value care to complex chronically ill older adults and their family caregivers—for implementation in next 2-3 years.

<table>
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<tr>
<th>Workgroup</th>
<th>Preliminary Recommendations</th>
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| **CARE MODELS**  
*Accelerate widespread use of proven, high value care models that address the complex care needs of chronically ill older adults and those of their family caregivers and maximize on the contributions of nurses.* | • Facilitate adoption/adaptation of Care Model’s via partnerships between models’ architects, diverse health care systems/communities and multiple payers.  
• Co-produce with diverse stakeholders comprehensive and actionable information designed to catalyze widespread use of Care Models.  
• Engage leading strategists from proprietary sector, models’ architects, and other key stakeholders to explore potential for broader use of Care Models by this sector.  
• Establish a network of diverse stakeholders to advance a national dialogue focused on what matters most to chronically ill older adults and their family caregivers and the contributions of nurses in enabling these groups to achieve their goals.  
• Partner with key stakeholders in development of metrics to assess progress in adoption/adaptation of Care Models. |
| **PERSON AND CAREGIVER-DIRECTED PARTNERSHIPS**  
*Devise strategies that inspire nurses and other health care leaders to partner with consumers in co-designing a seamless care system designed to address the complex health and social issues of chronically ill older adults and their family caregivers and meet consumers’ goals.* | • Co-create with older adults, and their care partners, platforms that allow nurses to elicit and capture preferences and goals in a way that can be acted upon and that bridges points of care and providers.  
• Refine current evidence based quality measures to address person and care partner directed outcomes.  
• Leverage nurses as leaders/advocates working on behalf of older adults and care partners to create age friendly health systems and communities.  
• Forge partnerships between nursing and consumer organizations focused on policy change and system transformation for older adults and care partners. |
| **INNOVATIONS**  
*Promote a learning health system orientation among nurses and other health team members grounded in maximizing the potential of human and technological innovation to seamlessly address the complex health and social issues of chronically ill older adults and their family caregivers.* | • Establish new roles for nurses as innovators who link older adults who are often socially isolated, to their (a) family caregivers, (b) health data, and (c) social and community resources.  
• Prepare the gerontological nurse workforce to excel as health innovators and explore ways for innovation to be formally recognized in licensure, accreditation and certification efforts.  
• Promote a sustainable, economically justifiable financial model that incentivizes innovation in these areas. |
SOCIAL MEDIA TOOLKIT

Please use the hashtag #ImprovingAging

May 2nd, 9:00-10:00am: Public conversation – a Call to Action
Invitation-Only conference to follow

Help us promote the call to action (open to the public), “Improving Life in an Aging Society: The Critical Role of Nurses,” featuring Regina Herzlinger, one of the most influential and innovative people in health care, moderated by award-winning journalist, Jackie Judd. Sponsored by the University of Pennsylvania School of Nursing and The NewCourtland Center for Transitions and Health.

This public event kicks off an invitational ‘think tank’, Assuring High Value Care for Vulnerable Older Adults and their Caregivers: Maximizing the Contributions of Nurses, held on Penn’s campus. For the past several months, nationally recognized thought leaders have collaborated to develop actionable recommendations designed to maximize on nursing’s contributions in assuring a high quality, seamless care system for chronically ill older adults and their family caregivers. The final set of recommendations generated at this momentous convening will target multiple stakeholders with the aim of accelerating the use of care innovations demonstrated to have a major positive effect on the health and quality of life of older adults coping with complex health and social needs, adding value to care delivery, and making the most of increasingly finite societal resources.

Please note: We ask that any social media sharing during the closed-door conference sessions be kept to posts like the examples provided below. Specific information discussed during the closed-door sessions, such as any recommendations, remain confidential until the press release is issued with the final approved recommendations from the group.

Sample Twitter Posts

During Call to Action event:

- Thrilled to be at @PennNursing with @JackieDJudd and Regina Herzlinger today as we kick-off conference. #ImprovingAging
- Regina Herzlinger and @JackieDJudd call all of us to action as we look to nurses for ways to improve life in an aging society. #ImprovingAging
- Health care thought leaders converge @PennNursing to brainstorm ways that nurses can improve life in our aging society. Thanks to Regina Herzlinger and @JackieDJudd for their leadership. #ImprovingAging

Closed-door sessions:

- #Nurses are key to creating a seamless care system for our growing population of older adults and their caregivers. #ImprovingAging
- Today we develop actionable recommendations to accelerate use of #nurse innovations on the care experience, health, and quality of life outcomes of older adults. #ImprovingAging
Today we devise strategies that inspire #nurses and other health care leaders to partner with consumers in co-designing a seamless care system for older adults and their family caregivers. #ImprovingAging

Today we learn how to maximize the potential of human and technological #innovation to address the complex #health and social issues of ill older adults and their caregivers. #ImprovingAging

#Nurses are developing, testing, and translating care models to promote high value, seamless care for older adults with complex health and social issues. #ImprovingAging

#Nurses are designing and implementing essential system changes in the care of vulnerable older adults. #ImprovingAging

When #nurses are leaders and core members of health care teams, our aging population has better access to high value care and positive health outcomes. #ImprovingAging

Sample Facebook Post

Nurses are at the forefront in designing and implementing essential system changes in the care of vulnerable adults. Evidence shows that the contributions of nurses as leaders and core members of health care teams assures our aging population’s access to high value care and positive health outcomes. Today, we’re thinking through how to create a seamless care system for the growing population of older adults who are coping with multiple health problems complicated by social issues while addressing the needs of their family caregivers. Nurses are key. #ImprovingAging
PARTICIPANT BIOS

Melinda K. Abrams, MS
Ms. Abrams is Vice President at The Commonwealth Fund, leading the foundation’s Health Care Delivery System Reform program. Since coming to the Fund in 1997, Ms. Abrams has worked on the Fund’s Task Force on Academic Health Centers, the Child Development and Preventive Care program, and most recently, she led the Patient-Centered Coordinated Care Program. Ms. Abrams has served on many national committees and boards for private organizations and federal agencies, and is a peer-reviewer for several journals. Ms. Abrams was the recipient of a Champion Award from the Primary Care Development Corporation and a Primary Care Community/Research Leadership Award from the Patient-Centered Primary Care Collaborative. Ms. Abrams holds a B.A in history from Cornell University and an M.S. in health policy and management from the Harvard School of Public Health.

Linda H. Aiken, PhD, RN, FAAN
Dr. Aiken is the Claire Fagin Professor of Nursing, Professor of Sociology, Director of Center for Health Outcomes and Policy Research, and Senior Fellow of the Leonard Davis Institute of Health Economics, University of Pennsylvania. Dr. Aiken conducts research on the use of performance measures to demonstrate relationships between health care workforce and patient outcomes in over 30 countries. She is the author of more than 300 scientific papers. She is the recipient of the Lienhard Award from the National Academy of Medicine, the Distinguished Investigator Award from AcademyHealth, and the Codman Award from the Joint Commission. She is an elected member of the National Academy of Medicine, the American Academy of Arts and Sciences, and the American Academy of Social and Political Science.

Gretchen E. Alkema, PhD, LCSW
Dr. Alkema serves as Vice President of Policy and Communications for The SCAN Foundation. The SCAN Foundation’s mission is to advance a coordinated and easily navigated system of high-quality services for older adults that preserve dignity and independence. It is one of the largest foundations focused entirely on improving the quality of health and life for older Americans. Prior to joining the Foundation, she was the 2008-09 John Heinz/Health and Aging Policy Fellow and an American Political Science Association Congressional Fellow, serving in the office of Senator Blanche L. Lincoln (D-AR). She advised Senator Lincoln on aging, health, mental health, and long-term care policy during the 2009 health care reform debate. Dr. Alkema holds a Ph.D. from the University of Southern California’s Davis School of Gerontology and was awarded the John A. Hartford Doctoral Fellow in Geriatric Social Work and AARP Scholars Program Award. Dr. Alkema also earned a master’s in social work with a specialist in aging certificate from the University of Michigan. As a Licensed Clinical Social Worker, she practiced in government and non-profit settings including community mental health, care management, adult day health care, residential care, and post-acute rehabilitation.

Sharon B. Arnold, PhD
Dr. Arnold is the Associate Deputy Assistant Secretary for Science and Data Policy. In that role, she serves as a senior manager in the office and assists the Deputy Assistant Secretary in leading an expert team of analysts, data scientists, economists, and strategic planners. She provides leadership in policy development, coordination, policy research, and evaluation related to public health, science and data policy issues. She previously served as the Deputy Director of the Agency for Health Care Research and Quality (AHRQ) and the Acting Director of its Center for Delivery, Organization and Markets. She has held a number of positions at the Centers for Medicare & Medicaid Services (CMS), including Director of the Payment Policy and Financial Management Group in the Center for Consumer Information and Insurance Oversight, Director of the Payment, Demonstration and Information Group in the Center for Medicare, and in the Office of Legislation. She was Vice President at AcademyHealth, where she directed the Robert Wood Johnson Foundation’s Changes in Health Care Financing and Organization Initiative. She has also held research positions at Mathematica Policy Research and at the Prospective Payment Assessment Commission. She holds a BS in Biology from the University of California at San Diego, an MSPH from UCLA, and a PhD in Public Policy Analysis from the Rand Graduate School.
David L. Baiada
Mr. Baiada is the CEO of BAYADA Home Health Care, a global leader in home health care, with over 28,000 nurses, aides, therapists and other professionals serving clients in more than 340 locations in 23 states, Germany, India, Ireland, and South Korea. David was appointed CEO in August 2017 when BAYADA’s founder, Mark Baiada, stepped into a new role as Chairman. That milestone was also the official launch of BAYADA’s transformation into a nonprofit organization—putting mission over money—to help ensure that the company will never be sold, and that its mission, vision, beliefs, and values—codified in The BAYADA Way—will endure for generations to come. Prior to joining BAYADA, David worked as an analyst and associate at Diamond Management and Technology Partners in Chicago. He earned an MBA in Health Care Management from the Wharton School at the University of Pennsylvania and BA in Economics from Cornell University.

Navjeet K. Bal
Ms. Bal is Managing Director and General Counsel at Social Finance. She is responsible for working with the Social Finance team to develop and execute innovative financings that bring together the public, private and non-profit sectors to promote solutions to social needs. She brings over twenty five years of experience as a public finance attorney and a public official to Social Finance. As bond counsel to the Commonwealth of Massachusetts and many public authorities throughout Massachusetts and New England, Navjeet was responsible for structuring innovative bond financings to address critical infrastructure needs, including the first issue of Green Bonds issued in the municipal market in 2013. In addition, she represented the Commonwealth of Massachusetts in negotiating and documenting its ground-breaking Pay for Success contracts addressing juvenile justice and chronic homelessness.

Jay D. Bhatt, DO, MPH, MA, FACP
Dr. Bhatt serves as chief medical officer of the American Hospital Association and president of the Health Research & Educational Trust. Most recently, he was the first chief health officer at the Illinois Health & Hospital Association, where he led large improvement projects including the Hospital Engagement Network, aimed at reducing readmissions and hospital-acquired conditions. He launched several improvement collaboratives, managed the Medical Executive Forum, led the Midwest Alliance for Patient Safety, launched a physician leadership academy, and designed and advanced a statewide high-reliability initiative. In his previous role as managing deputy commissioner and chief innovation officer for the Chicago Department of Public Health, he led the implementation of Healthy Chicago—the city’s public health agenda, innovations in cross-sector partnerships, predictive analytics, epidemiology and informatics. He led the department to internationally and nationally recognition for in their approach to using predictive analytics to improve food inspections, chronic disease, West Nile, and lead inspections. He also led a groundbreaking initiative with Advocate South Asian Cardiovascular Center in developing the South Asian Healthy Eating Benefits program along with a partnership to reimagine community benefit spending with Presence Health. Under his leadership, the Chicago Department of Public Health was awarded Local Health Department of the Year, and received an award from the National Forum for Heart Disease and Stroke Prevention. Dr. Bhatt received his medical degree from the Philadelphia College of Osteopathic Medicine, and his MPH from the University of Illinois at Chicago School of Public Health. He also holds an MPA from the Harvard Kennedy School of Government as a Zuckerman Leadership Fellow and awarded Crains Chicago Business 40/40 award.

Kathryn H. Bowles, PhD, RN, FAAN, FACMI
Dr. Bowles is the vanAmeringen Professor in Nursing Excellence at the University of Pennsylvania School of Nursing and Director of the Center for Home Care Policy and Research at the Visiting Nurse Service of New York. Dr. Bowles’ program of research and expertise in transitional care, decision support, home care, and the electronic health record has been continuously funded for 20 years by federal and foundation sources. She has over 200 publications and presentations and has served on many national and international committees and workgroups to advance the care of older adults and the development of the electronic health record. Dr. Bowles was an invited consultant on the Improving Safe Transitions Technical Expert Panel for CMS; served as a Care Coordination Steering Committee member of the National Quality Forum, and was appointed to the CMS sponsored Technical Expert Panel to develop measures for transitions in care. She was invited by the Office of the National Coordinator for Health IT and the Academy of Medicine to serve on the Decision Support Workgroup. She is a fellow in the American Academy of Nursing (FAAN), the American College of Medical Informatics (FACMI), Sigma Theta Tau International Honor Society and Nurse Researcher Hall of Fame. In 2011, Dr. Bowles Co-founded RightCare Solutions, a software company based on her team’s
research on discharge referral decision making. RightCare was acquired by naviHealth, a Cardinal health company in 2015.

**Anthony Buividas**

Mr. Buividas is a health care entrepreneur and health management and insurance executive. Since May 2014, Mr. Buividas has consulted for LIFE programs and post-acute care providers. From 2014-2016, he served as Interim CEO at Penn Nursing’s LIFE program, leading a critical transition and selecting a strategic partner through a competitive bid process. He previously was the Senior Vice President at Capital BlueCross, Head of Health-Care Delivery at Aetna, and Senior Vice President and Director, Group Healthcare at American International Group. Earlier, he served as a principal in AHMAC, a leading managed care development and consulting firm, where he was a founder of a provider sponsored HMO. He began his career as an Assistant Administrator at HUP.

**Pamela Z. Cacchione, PhD, CRNP, BC, FGSA, FAAN**

Dr. Cacchione is the Ralston House Term Chair in Gerontological Nursing and an Associate Professor of Geropsychiatric Nursing - Clinician Educator at the University of Pennsylvania, School of Nursing (Penn Nursing). Currently, she is a fellow of the Atlantic Philanthropies and The John A. Hartford Foundation program, Health and Aging Policy Fellowship working with the Centers for Medicare and Medicaid Services on the implementation of the PACE Innovation Act (Program of All-Inclusive Care for the Elderly), and with Community Catalyst on Pennsylvania’s Community HealthChoices, a managed care long term services and supports program. For the last year she has worked at Penn Presbyterian Medical Center as a Nurse Scientist. Prior to this Dr. Cacchione worked as a gerontological nurse practitioner in geropsychiatric practice at a PACE program established, owned and operated by Penn Nursing, Living Independently for Elders (LIFE). At LIFE Her research focus within PACE included, falls, dementia, and end of life decision making. Her program of research has expanded from sensory impairment in older adults to the usability and acceptability of technology (robotics) among older adults. Dr. Cacchione has served as the Editor of Clinical Nursing Research, An International Journal. She also serves on the editorial boards of the Journal of Gerontological Nursing and Research in Gerontological Nursing. Dr. Cacchione received her BSN from Villanova University College of Nursing, MSN as a Gerontological Nurse Practitioner from Marymount University School of Nursing, and her PhD from Saint Louis University School of Nursing. She completed a National Institute of Nursing Research funded postdoctoral research fellowship at The University of Iowa College of Nursing, focused on delirium in sensory impaired rural older adults in long-term care.

**John Capasso**

Mr. Capasso is currently serving in the role of executive vice president of the Continuing Care Group at Trinity Health. Trinity Health continuing care services consists of home health, hospice, senior living, nursing homes and Programs for the All-inclusive Care for the Elderly. This array of services exists in multiple markets throughout the 22 states in which Trinity Health is located. Annual revenues for these services are approximately $1 billion per year. Mr. Capasso has more than 35 years of experience in health care and senior living services. Prior to this role, Capasso served as the senior vice president of the Continuing Care Management Services Network at Catholic Health East (CHE). Capasso also served as the president and chief executive officer of St. Joseph of the Pines Health System beginning in 2001, a continuing care ministry providing a variety of housing and health care services to seniors in central North Carolina. Prior to joining CHE, Capasso served in a variety of executive roles at Asbury Services, Gaithersburg, MD, a provider of senior living services across multiple states. Prior to his various roles in continuing care, Mr. Capasso worked in positions in four acute care hospitals culminating in the role of assistant vice president, Professional Services, Holy Cross Hospital, Silver Spring, Maryland. Capasso has a Master of Science in health services administration from George Washington University; a Bachelor of Arts in biology from Geneva College, Beaver Falls, PA.; and is a certified health care executive with the American College of Healthcare Executives. He is also a licensed nursing home administrator.
Dr. Demiris is a PIK (Penn Integrates Knowledge) University Professor at the University of Pennsylvania with joint appointments in Biobehavioral Health Sciences in the School of Nursing, and Biostatistics, Epidemiology and Informatics in the Perelman School of Medicine. His research interests focus on the design, implementation and evaluation of informatics systems to engage and empower older adults and their families, and tools to facilitate a redesign of home health and hospice care. Prior to joining the University of Pennsylvania, he was a faculty member at the University of Washington where he directed the Clinical Informatics and Patient Centered Technologies Program and the Aging and Informatics Training Program. He has examined the use of “smart home” technologies to promote aging in place as well as technology-enabled behavioral interventions for family caregivers. He is one of the founders of the Hospice Caregiving Research Network and has conducted clinical trials to examine the effectiveness of supportive interventions in reducing anxiety and improving quality of life for family caregivers in the home setting. He is a Fellow of the American College of Medical Informatics and the Gerontological Society of America.

Jane Carmody, DNP, MBA, RN
Ms. Carmody is a Program Officer at The John A. Hartford Foundation, a national private foundation dedicated to improving the care of older adults. She held significant leadership positions with health care systems to include executive director of a large regional health system’s home health care and hospice services, hospital chief nursing officer (CNO), system CNO for a health care system and chief clinical leader for a national home health care and hospice company. Dr. Carmody has a doctorate in nursing practice (DNP) from Rush University, an MBA from Creighton, a social work degree from the University of Nebraska-Omaha and a diploma in nursing from Mercy College in Des Moines. She has national certification in executive nursing practice (CENP) from the American Organization of Nurse Executives (AONE) and a board certification in nurse executive-advanced from the American Nurses Credentialing Center (ANCC).

Norma B. Coe, PhD
Dr. Coe is an Associate Professor of Medical Ethics and Health Policy at the Perelman School of Medicine. Her research interests are in health economics and public finance. Her work strives to identify causal effects of policies that directly and indirectly impact health, human behavior, health care access, and health care utilization. One focus has been measuring the relationship between retirement and health, health care utilization, and health behaviors. Another focus of her research has been long-term care and long-term care insurance, and how they affect the health, work behavior, and health care utilization of current and potential caregivers. In ongoing work, funded by the NIA, Dr. Coe and her colleagues are estimating the direct and indirect costs of Alzheimer’s disease and related dementias. Prior to joining Penn, she was an Assistant Professor in Health Services at the University of Washington, and the Associate Director of Research at the Boston College Center for Retirement Research. She received her PhD in Economics from MIT and BA in Economics from the College of William and Mary.

Regina Cunningham, PhD, RN, NEA-BC, FAAN
Dr. Cunningham is an accomplished nurse executive, scientist, and educator who has made impactful contributions to advancing nursing practice and clinical care. Cunningham is the Chief Executive Officer at the Hospital of the University of Pennsylvania, and currently serves as Adjunct Professor and Assistant Dean for Clinical Practice at the University of Pennsylvania, School of Nursing. She previously served as Chief Nursing Executive and Senior Vice President of the University of Pennsylvania Health System and Chief Nursing Executive & Associate Executive Director at the Hospital of the University of Pennsylvania. She has extensive experience in the organization and delivery of nursing service across the care continuum, with particular expertise in the utilization of nursing resources in care delivery systems. In her capacity as Chief Nursing Executive, she had responsibility for a broad array of strategic and operational functions, including the development of professional practice standards, oversight of quality, and strengthening the integration of scholarship within the practice of nursing for the Health System. Her research interests include the effect of nursing on outcomes, clinical trials, and innovative models of care delivery. She has been funded on numerous research initiatives and recently served as Principal Investigator on a $1.7 million award from the National Cancer Institute focused on developing strategies to improve accrual to clinical trials. Dr. Cunningham received a baccalaureate degree from The College of Mount St. Vincent, a Master of Arts in the Delivery of Nursing Service from New York University, a Doctor of Philosophy from the University of Pennsylvania, and then completed a post-doctoral fellowship at Yale University. She was selected as a Robert Wood Johnson Executive Nurse Fellow in 2006 and was inducted as a Fellow of the American Academy of Nursing in 2014.

George Demiris, PhD, FACMI
Dr. Demiris is a PIK (Penn Integrates Knowledge) University Professor at the University of Pennsylvania with joint appointments in Biobehavioral Health Sciences in the School of Nursing, and Biostatistics, Epidemiology and Informatics in the Perelman School of Medicine. His research interests focus on the design, implementation and evaluation of informatics systems to engage and empower older adults and their families, and tools to facilitate a redesign of home health and hospice care. Prior to joining the University of Pennsylvania, he was a faculty member at the University of Washington where he directed the Clinical Informatics and Patient Centered Technologies Program and the Aging and Informatics Training Program. He has examined the use of “smart home” technologies to promote aging in place as well as technology-enabled behavioral interventions for family caregivers. He is one of the founders of the Hospice Caregiving Research Network and has conducted clinical trials to examine the effectiveness of supportive interventions in reducing anxiety and improving quality of life for family caregivers in the home setting. He is a Fellow of the American College of Medical Informatics and the Gerontological Society of America.
Erin Denholm
Ms. Denholm is President and CEO of Trinity Health At Home and a Robert Wood Johnson Nurse Executive Fellow. She is a distinguished leader in healthcare, noted for her visionary and passionate commitment to transcend healthcare beyond hospital walls, increase healthcare literacy among consumers and, in particular, empower consumers with the resources to direct their care and realize their wishes regarding end-of-life options. She is responsible for a wide range of home-based services and other non-acute care offerings that complement new care models. Erin pioneered the use of telehealth technology in reducing emergency room visits and adverse outcomes among heart failure patients in Colorado, and she led the successful legislative effort to make Colorado the first state in the country to provide Medicaid funding for telehealth services. For Trinity Health At Home, she recently launched Home Care Connect, an exclusive integrated care program.

Marian Grant, DNP, RN, ACNP-BC, ACHPN, FPCN
Dr. Grant is Senior Regulatory Advisor for the Coalition to Transform Advanced Care (C-TAC), a policy and marketing consultant for the Center To Advance Palliative Care (CAPC), and a palliative care nurse practitioner at the University of Maryland Medical Center. In 2014, she was selected as a Robert Wood Johnson Health Policy Fellow, and Dr. Grant has served on the board of the Hospice and Palliative Nurses Association, been faculty for ELNEC, the End-of-Life Nursing Education Consortium, and speaks nationally and internationally on palliative care. Before becoming a nurse, she had a career in marketing at the Procter & Gamble Company on the Max Factor and Cover Girl cosmetics brands.

Julian Harris, MD, MBA
Dr. Harris is President of CareAllies, a Cigna Company and a Fellow with the Harvard Kennedy School Healthcare Policy Program. CareAllies is an innovative population health management services company focused on helping physician groups and delivery systems navigate the transition to value-based care. Dr. Harris joined Cigna in 2015 as Senior Vice President of Strategic Operations to optimize the company’s approach to multi-year planning and internal investments and to accelerate the company’s delivery of value-based solutions in local markets. He launched and became President of CareAllies in 2016. Prior to Cigna, Dr. Harris served as the Associate Director for Health in the White House Office of Management and Budget (OMB). As the federal government’s chief health care budget official, he oversaw $1 trillion in spending and policy for a range of coverage programs, including Medicare, Medicaid, Marketplaces, and the CMS Innovation Center. Dr. Harris led OMB’s engagement and oversight of agencies on initiatives as diverse as developing new CMS Medicare ACO and bundled payment models, replacing the SGR with MACRA, and launching the President’s precision medicine initiative. During his time as the chief executive of the then $11 billion Medicaid program in Massachusetts, Dr. Harris led the development of a primary care-centered ACO program and built value-based payment into the country’s first Medicare-Medicaid duals demonstration. He has also advised providers and investors on innovative approaches to navigating and supporting the transition to value-based payment and population health. Dr. Harris trained in internal medicine and primary care at Harvard Medical School’s Brigham & Women’s Hospital, and he worked as a hospitalist at Cambridge Health Alliance. He graduated with a bachelor’s degree in Health Policy & Medical Ethics from Duke University, and he holds a Master of Science degree from Oxford University, where he studied as a Rhodes Scholar. He is also a graduate of the Health Care Management MBA Program at the Wharton School of Business and the School of Medicine at University of Pennsylvania.

Susan Hassmiller, PhD, RN, FAAN
Dr. Hassmiller is Senior Adviser for Nursing at the Robert Wood Johnson Foundation. In this role, she shapes and leads the Foundation’s nursing strategies in an effort to create a higher quality of care in the United States for people, families and communities. In partnership with AARP, Hassmiller directs the Foundation’s Future of Nursing: Campaign for Action, which seeks to ensure that everyone in America can live a healthier life, supported by a system in which nurses are essential partners in providing care and promoting health. She is also serving as Co-Director of the Future of Nursing Scholars program. Previously, Dr. Hassmiller served with the Health Resources and Services Administration, where she was the executive director of the U.S. Public Health Service Primary Care Policy Fellowship. She also has worked in public health settings at the local and state level and taught community health nursing at the University of Nebraska and George Mason University in Virginia. Dr. Hassmiller is a member of the National Academy of Sciences, a fellow in the American Academy of Nursing, a member of the Joint Commission’s National Nurse Advisory Council,
Hackensack Meridian Health System Board of Directors, and the CMS National Nurse Steering Committee. She is a member of the Red Cross National Nursing Committee, and is serving as immediate past Board Chair for the Central New Jersey Red Cross. She earned her PhD from George Mason University, and holds master’s degrees from Florida State University and the University of Nebraska Medical Center. Dr. Hassmiller is the 2009 recipient of the Florence Nightingale Medal, the highest international honor given to a nurse by the International Committee of the Red Cross.

Regina E. Herzlinger, DBA
Ms. Herzlinger is the Nancy R. McPherson Professor of Business Administration at the Harvard Business School. She was the first woman to be tenured and chaired at Harvard Business School and the first to serve on many established and start up corporate health care/medical technology boards. She initiated the courses in nonprofit and health care at HBS and was the first faculty member to be selected by the students as their best instructor. All of her health care books have been best sellers in their categories, recognized for their innovative research. Money dubbed her the “Godmother” of consumer-driven health care. Her work was key to introducing consumer-driven health plans and “focused health factories”, such as centers for orthopedics, cardiology, or cancer care. She is regularly named as one of the smartest people in health care by industry journals, most recently by Becker’s Hospital Review. She teaches an HBS MBA course, Innovating in Health Care (IHC), and leads an HBS Executive Education program, Business Innovations in Global Health Care (BIG). Based on that work, she is currently completing text and cases books on Innovating in Health Care for the life sciences, health insurance, and health care delivery sectors. In 2017, she was awarded the prestigious ACHE Honorary Fellowship which represents the leaders of America’s hospitals and was 1 of the 100 Most Influential People in Healthcare – World Edition by Grupo Midia. In 2014, she launched a Harvard MOOC (Massive Open Online Course), on Innovating in Health Care; in 2013, a new HBS Executive Education program “Business Innovations in Global Health Care” and a continuing series of conferences, “21st-Century Health Care Management Education: Confronting Challenges for Innovation with a Modern Curriculum,” sponsored by a group she formed, GENIE (Global Educators Network for Health Care Innovation Education), which has supported the many schools that have introduced courses/programs on Innovating in Health Care. Regi earned her BS degree at MIT and her Doctorate at HBS. She married her MIT classmate, George Herzlinger (MIT, B.S., Ph.D, physics). Their two children both graduated from Harvard. Susan is an Endocrinologist and Alex is an executive with a major medtech firm, after attending HBS and completing two tours of Iraq as a U.S. Infantry Captain. The Herzlinger’s have four adorable grandchildren.

Nancy A. Hodgson, PhD, RN, FAAN
Dr. Hodgson is the Anthony Buividas Endowed Term Chair of Gerontology, Program Director for the Hillman Scholars Program in Nursing Innovation, and Associate Professor in the Biobehavioral Health Sciences Department at the University of Pennsylvania School of Nursing. A nationally recognized nurse researcher in applied gerontology, Dr. Hodgson’s highly collaborative and productive program of research is focused on the development, testing, and dissemination of person-centered and family-centered interventions for cognitively and physically frail older adults and their family caregivers. This work has helped to inform care practices for persons living with dementia and their caregivers through the development of palliative care protocols that address the leading symptoms in dementia that cause distress or impair quality of life. As a clinician and educator, Dr. Hodgson seeks out innovative ways to foster academic-community partnership by linking research and practice in order to move evidence-based findings into dementia care practice. She was formerly the Associate Director of Implementation Research at the Center for Innovative Care in Aging at Johns Hopkins University where her research and scholarly practice was focused on the translation of proven interventions in community settings to improve access to evidence-based care for frail older adults. A few of her awards include the 2013 Excellence in Research Award from the Gerontological Advanced Practice Nurses Association, and the 2013 Outstanding Pathfinder Award from the Maryland Nurses Association. She is a Fellow in the American Academy of Nursing and the Gerontological Society of America.
Patrice Holtz, MBA, BSN

Ms. Holtz is Senior Advisor, Quality Performance Measurement and Health Information Technology in the Policy & Programs Group at the Center for Medicare and Medicaid Innovation. She has over 30 years’ experience in the areas of health services research, health care policy, clinical research, and quality performance measurement. At the CMS Innovation Center, Ms. Holtz drafted health care policy related to alternative payment models for the Quality Payment Program regulation and provides guidance to models on quality strategy and measures. She also chairs the CMMI Quality Innovation Council. She previously worked at the Center for Clinical Standards and Quality on the CMS Meaningful Use regulations and oversaw the development of electronic clinical quality measures. Prior to joining CMS she worked in private industry as a healthcare consultant, in both academic medical centers and community hospitals directing clinical research programs, and in nursing practice. Ms. Holtz holds a BS degree from Johns Hopkins University in psychology, a BSN degree from the University of Maryland, School of Nursing, and an MBA from Johns Hopkins University.

Jackie Judd

Ms. Judd is a communications consultant and active in the non-profit health care sector. For most of her career, Ms. Judd was a journalist, working as an ABC News correspondent for World News Tonight with Peter Jennings, Nightline and Good Morning America for 16 years. In that capacity, she covered many world events and national issues, including health care policy. Ms. Judd garnered multiple awards including national Emmys and an Edward R. Murrow award. She previously reported for NPR and CBS Radio News. More recently, Ms. Judd was a Special Correspondent for the PBS NewsHour covering social policy issues. She also spent a decade as a Vice President at the Kaiser Family Foundation where she was active in moderating health care events and producing mini-documentaries that put a human face on health care policy. Ms. Judd serves on the Board of Trustees of the ABIM Foundation and on the Advisory Board of the Community Foundation of Montgomery County, Maryland. She graduated from American University in Washington, D.C., with a bachelor’s degree in broadcast journalism and government.

Risa Lavizzo-Mourey, MD, MBA

Dr. Lavizzo-Mourey is the Robert Wood Johnson Foundation PIK Professor of Health Policy and Health Equity at the University of Pennsylvania (Penn), a joint faculty appointment in the Department of Medical Ethics and Health Policy in the Perelman School of Medicine, the Department of Health Care Management in the Wharton School, and the Department of Family and Community Health in the School of Nursing. As President emerita and former CEO of the Robert Wood Johnson Foundation (RWJF), a position she held for nearly 15 years, Dr. Lavizzo-Mourey spearheaded bold health initiatives such as creating healthier, more equitable communities; strengthening the integration of health systems and services; and ensuring every child in the United States has the opportunity to grow up at a healthy weight. This work culminated in the Foundation’s vision of building a Culture of Health enabling everyone in America to live longer, healthier lives. A specialist in geriatrics, Lavizzo-Mourey came to the Foundation from Penn, where she served as the Sylvan Eisman Professor of Medicine and Health Care Systems. She also directed Penn’s Institute on Aging and was chief of geriatric medicine at the University of Pennsylvania’s School of Medicine. In previous years, she worked on the White House Health Care Reform Task Force and served on numerous federal advisory committees. She is a member of the National Academy of Medicine, the American Academy of Arts and Sciences, The American Philosophical Society, and a former member the President’s Council for Fitness, Sports and Nutrition. She currently serves on the Smithsonian Institution Board of Regents and several other boards of directors. She earned her medical degree from Harvard Medical School, and holds an MBA from the Wharton School at the University of Pennsylvania.

Deborah Lynch, MSN, MA, RN, LNHA

Ms. Lynch is a Principal at Loeb & Troper LLP a boutique consulting and audit firm based in New York with a specific focus on the health care, managed care and special needs industries. Founded in 1919, Loeb & Troper serves over 800 clients in the Tristate area, the majority of whom are in non-profit sector. Ms. Lynch leads the firm’s Strategic Planning and Clinical practices where she and her team work with a wide range of health care providers, including, nursing facilities, home care agencies, hospitals, supportive housing and community based providers. Ms. Lynch is a highly sought-after advisor and has represented an impressive cadre of complex and prestigious organizations. She has extensive experience working with State regulators and has an unparalleled track record for her ability to plan, develop and implement strategic development and operational solutions. She has assisted with program implementation, clinical operations and facility
planning for nursing facilities, supportive housing, and community-based providers including adult day health care, home care agencies and diagnostic and treatment centers with a special focus on the long-term care sector. Ms. Lynch has held a variety of administrative positions in nursing facilities and is a Licensed Nursing Home Administrator. She holds a Bachelor of Science Degree in Nursing from Goshen College, and both a Master of Science Degree in Nursing and Master of Arts degree in Social Gerontology from the University of Pennsylvania.

Jennifer MacDonald, MD
Dr. MacDonald is the Clinical Lead in the Office of Connected Care, U.S. Department of Veterans Affairs. She is a practicing Family Medicine physician and U.S. Army Veteran experienced in leading complex system transformation and dedicated to patient, family, and provider empowerment through the strategic delivery of technology-enabled, high quality, equitable care. Prior to joining the Veterans Health Administration, she served as a White House Fellow and Advisor to the Secretary of the U.S. Department of Homeland Security where she led efforts to advance global health security, immigration detention health system enhancement, community resilience to counter violent extremism, and non-traditional aviation technology policy. She served 11 years in the Minnesota Army National Guard and deployed in support of Operation Iraqi Freedom, earning a Bronze Star for high profile mission achievement and volunteer humanitarian medical work. She completed her Family Medicine training at the University of California, Los Angeles and medical school at the University of Minnesota. Family life with her husband and two children balances her professional aspirations for impactful service.

Sandy Markwood
Chief Executive Officer Sandy Markwood has more than 30 years’ experience in the development and delivery of aging, health, human services, housing and transportation programs in counties and cities across the nation. Prior to coming to n4a in January 2002, Sandy served as the Deputy Director of County Services at the National Association of Counties where she took a lead role in research, training, conference planning, program development, technical assistance and grants management. As CEO, Sandy is responsible for n4a’s overall management. She sets strategic direction for the staff, oversees the implementation of all policy, grassroots advocacy, membership and program initiatives. She also leads n4a's fundraising efforts and engages corporate sponsors to support critical initiatives, including an aging awards/best practices program and the Leadership Institute for Area Agency on Aging staff. Externally, Sandy forms strategic partnerships with federal agencies and organizations in aging, human services and health care arenas to enhance the role and recognition of Area Agencies on Aging and Title VI programs. Sandy holds Bachelor’s and Master’s degrees from the University of Virginia.

Michael McGinnis, MD, MPP
Dr. McGinnis is Senior Scholar at the National Academy of Medicine (NAM), NAM Leonard D. Schaeffer Executive Officer, and Executive Director of the NAM Leadership Consortium for a Value & Science-driven Health System. He is also an elected Member of the NAM. Previously, he held continuous appointment through the Carter, Reagan, Bush and Clinton Administrations at HEW/HHS with policy responsibility for disease prevention and health promotion (1977-1995). Other posts include Senior Vice President, Robert Wood Johnson Foundation (1999-2005); Chair, World Bank & European Commission Task Force for Health Reconstruction in Bosnia (1995-6); Visiting Professor of Public Policy, Princeton and Duke (1996-9); Acting Director, HHS Office of Research Integrity (1992-3); Director, World Health Organization smallpox eradication program in Uttar Pradesh, India (1974-5); and Coordinator, U.S.-Eastern European Cooperative Health Programs (1972-4). Dr. McGinnis’ chair appointments include National Governors Association Committee on Childhood Obesity (2008-10); Partnership for Prevention Health Professionals Roundtable on Preventive Services (2004-13); NIH State of the Science Panel on Multivitamins in Chronic Disease Prevention (2004-6); IOM Committee on Children’s Food Marketing (2004-5); National Commission Clinical Preventive Service Priorities (1997-2000); HHS Working Group on Sentinel Objectives for Healthy People 2010 (1996-7); HHS Nutrition Policy Board (1978-95); HHS Secretary’s Task Force on Disease Prevention and Health Promotion (1977-9); HHS Secretary’s Task Force on Smoking and Health (1977-9). He earned his MD and MA from UCLA, and holds an MPP from Harvard’s Kennedy School of Government. Other recognition include various named lectureships, the federal Distinguished Service Medal, the 1996 National Health Leader of the Year award, and the 2013 national Public Health Hero award.
Muller is Chief Executive Officer of the University of Pennsylvania Health System. As a $7 billion enterprise with 38,000 staff caring for more than 5 million patients annually, UPHS provides comprehensive patient services across its 6 acute care hospitals, regionally distributed multi-specialty care facilities, home care, rehabilitation, women and babies hospital, hospice, nursing home care, and urgent care. Prior to joining UPHS in 2003, he was the President of The University of Chicago Hospitals and Health System. Mr. Muller also held senior positions with the Commonwealth of Massachusetts, serving as Deputy Commissioner of the Massachusetts Department of Public Welfare. Mr. Muller serves or has served on the National Committee for Quality Assurance (NCQA) Vizient, ECRI, Medicare Payment Advisory Commission (MedPAC), The Joint Commission (TJC), and served as chair of the Association of American Medical Colleges (AAMC).

Gregg S. Meyer, MD, MSc
Dr. Meyer is the Chief Clinical Officer of the Partners Healthcare System in Boston, Massachusetts, responsible for overall direction, operations, and management of system aspects of healthcare delivery throughout the Partners Healthcare delivery system. Previously Dr. Meyer served as the Chief Clinical Officer and Executive Vice-President for Population Health at Dartmouth-Hitchcock Medical Center and the Senior Associate Dean for Clinical Affairs and Paul B. Batalden Professor and Chair at the Geisel School of Medicine. He also served as Senior Vice President for the Edward P. Lawrence Center for Quality and Safety at the Massachusetts General Hospital and Massachusetts General Physicians Organization (MGPO) and the Medical Director of the MGPO. Dr. Meyer was previously the Director of the Center for Quality Improvement and Patient Safety at the Agency for Healthcare Research and Quality (AHRQ). He has served on numerous key committees related to quality and safety. Before his tenure at AHRQ, Dr. Meyer was an Associate Professor at the Uniformed Services University of the Health Sciences (USUHS) where he served as Division Director for General Medicine, coordinated the design and analysis of the Department of Defense’s National Quality Management Project, and developed curricula for senior military medical leaders in quality improvement. While at USUHS Dr. Meyer was an active duty Medical Corps officer and Colonel in the United States Air Force. Dr. Meyer also served as a fellow in the U.S. Senate Labor and Human Resources Committee’s health office. Dr. Meyer earned his medical degree from Albany Medical College, and he holds master’s degrees from Oxford University, where he was a Rhodes Scholar, and from the Harvard School of Public Health.

Susan E. Mullaney, DNP, APRN, GNP-BC
Dr. Mullaney is the Vice President of the Center for Clinician Advancement at UnitedHealth Group. Since joining UnitedHealth Group in 1999, Dr. Mullaney has used a unique combination of clinical, analytic and leadership skills, developed over 20 years of Advanced Practice Nursing, to execute innovative programs that enhance the access, coordination and quality of care for older adults. She is a passionate nurse practitioner and mentor who supports the roles and responsibilities of Advanced Practice Clinicians. Her experience as a nurse leader has demonstrated outcomes exceeding quality and medical expense targets. During her tenure with the OptumCare division of UnitedHealth, she served as the Vice President of Practitioner Clinical Strategy and as the Chief Nursing Officer of the Optum Complex Population Management. Prior to OptumCare, she served as the Executive Director for Evercare Hospice and as the Northeast Regional Health Services Director of Evercare, where she developed and implemented a national nurse practitioner orientation program to assure quality, cost-effective care contributing to 95% of the markets achieving clinical targets and a leadership program for APRNs ongoing professional development. Dr. Mullaney also serves on national taskforces, i.e., Gerontological Advanced Practice Nurses Association and the American Association of Colleges of Nursing. She received her DNP and Masters from the University of Massachusetts Lowell.

Miranda Varrasse McPhillips, PhD, RN
Dr. McPhillips is a Postdoctoral Research Fellow at the University of Pennsylvania, Perelman School of Medicine in the Center for Sleep and Circadian Neurobiology, on a National Heart Lung Blood Institute [T32HL07953] funded training program in sleep and sleep disorders. Her program of research focuses on improving sleep and mitigating sleep disturbances in older adults living with chronic conditions. Building on her dissertation, a mixed-methods study focused on sleep in high-risk dual eligible, older adults, she is currently involved in multiple research projects examining sleep, cognition, physical function, and quality of life among older adults. Dr. McPhillips also teaches undergraduate courses, e.g., Physical Assessment, at Penn Nursing. She earned a BSN and MSN from The Pennsylvania State University, and PhD in Nursing at the University of Pennsylvania.

Ralph W. Muller
Mr. Muller is Chief Executive Officer of the University of Pennsylvania Health System. As a $7 billion enterprise with 38,000 staff caring for more than 5 million patients annually, UPHS provides comprehensive patient services across its 6 acute care hospitals, regionally distributed multi-specialty care facilities, home care, rehabilitation, women and babies hospital, hospice, nursing home care, and urgent care. Prior to joining UPHS in 2003, he was the President of The University of Chicago Hospitals and Health System. Mr. Muller also held senior positions with the Commonwealth of Massachusetts, serving as Deputy Commissioner of the Massachusetts Department of Public Welfare. Mr. Muller serves or has served on the National Committee for Quality Assurance (NCQA) Vizient, ECRI, Medicare Payment Advisory Commission (MedPAC), The Joint Commission (TJC), and served as chair of the Association of American Medical Colleges (AAMC),
the Council of Teaching Hospitals and Health Systems (COTH), the University Health System Consortium (UHC), and the National Opinion Research Center (NORC). He received his bachelor’s degree in economics from Syracuse University and a master’s degree in government from Harvard University. He is an elected Member of the National Academies of Medicine, and a Fellow of the American Association for the Advancement of Science (AAAS).

Mary D. Naylor, PhD, RN, FAAN
Dr. Naylor 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. For more than two decades, Dr. Naylor has led a multidisciplinary team of clinical scholars and health services researchers in generating and disseminating research findings designed to enhance the care and outcomes of chronically ill older adults and their family caregivers. She is the architect of the Transitional Care Model, a care management approach proven in multiple NIH clinical trials and foundation sponsored translational efforts to improve older adults’ experience with care and health outcomes, while decreasing use of costly health services. Dr. Naylor is the 2016 recipient of AcademyHealth’s Distinguished Investigator Award, a recognition of significant and lasting contributions to the field of health services research. She was elected to the National Academy of Medicine (NAM) in 2005. For eight years, she served as the national program director for the Robert Wood Johnson Foundation sponsored Interdisciplinary Nursing Quality Research Initiative. She recently completed six-year terms as a commissioner on the Medicare Payment Advisory Commission (MedPAC), board member of the National Quality Forum and member of the Agency for Healthcare Research and Quality’s National Advisory Council. Currently, Dr. Naylor is a member of the NAMs Leadership Consortium on Value & Science-Driven Health Care and co-chairs NAMs Care Culture and Decision-Making Innovation Collaborative. Dr. Naylor also is a member of the RAND Health Board of Advisors, the Institute for Health Improvement’s Scientific Advisory Group, and the Board of Trustees of the Dorothy Rider Pool Health Care Trust.

Kim Paris supports the Impact Investing initiative across Merrill Lynch from within Policy and Market Planning for the Bank of America Merrill Lynch Global Wealth and Retirement Solutions Business. In this capacity she is responsible for developing training, track metrics, build awareness, and assist with rolling out Impact Investing programs such as Environmental-Social-Governance (ESG) investing, and Social Impact Bonds (SIBs). Kim manages relationships with Merrill Lynch advisors interested in impact investing. Kim has over 20 years in the financial services industry focused on investment product development and marketing with major asset management companies and wealth management organizations. Impact investing has been an area of interest for over 10 years. Kim is Series 7 and 66 registered and earned a Bachelor of Arts degree from Gettysburg College, Gettysburg PA. In addition to her career at Merrill Lynch, Kim and her husband, William, are raising twin boys in central New Jersey. Active in the community, Kim voluntarily serves as member of the Robbinsville Environmental Commission in New Jersey; an advisory body responsible for providing guidance and education to township leaders and residents.

Rosemary C. Polomano, PhD, RN, FAAN
Dr. Polomano is Associate Dean for Practice and Professor of Pain Practice at the University of Pennsylvania School of Nursing and Professor of Anesthesiology and Critical Care (Secondary) at the Perelman School of Medicine. Her research focuses on acute and chronic pain management with civilian, military and veteran populations and the development and testing of patient-reported instruments and survey tools for nurses. More recently, she has partnered with a start-up technology company, Media Rez (Washington, DC), to design and test a virtual reality Smartphone application to self-manage chronic pain, which is funded through Phase I and 2 Small Business Innovation Research (SBIR) grants from NIDA. As an academic partner with the same company, she is pursuing work funded by a Phase 1 SBIR (NICHD) to develop a Smartphone game to teach young parents and family members about infant safe sleep. Dr. Polomano has served on several national advisory boards and expert panels that have addressed national agendas for pain, and she has co-authored several evidence- and consensus-based pain guidelines. She has published over 100 peer-reviewed journal articles and 35 book chapters. She is an active member of the American Academy of Nursing, American Pain Society and American Academy of Pain Medicine.
Daniel Polsky, PhD
Dr. Polsky is Executive Director of the University of Pennsylvania’s Leonard Davis Institute of Health Economics, is a Professor of Medicine in the Perelman School of Medicine and the Robert D. Eilers Professor of Health Care Management in the Wharton School. He currently serves on the Congressional Budget Office’s Panel of Health Advisers, the Institute of Medicine Board on Population Health and Public Health Practice, and National Academies of Sciences, Engineering, and Medicine’s Health and Medicine Division Committee. He was the Senior Economist on health issues at the President’s Council of Economic Advisers in 2007-08. His research was awarded AcademyHealth’s Article of the Year in 2014. He received a Ph.D. in Economics from the University of Pennsylvania in May 1996 and a Master of Public Policy from the University of Michigan in 1989. His areas of interest include health care access, workforce, and economic evaluation of medical and behavioral health interventions. He is a coauthor of the book "Economic Evaluation in Clinical Trials" published by Oxford University Press.

Matthew J. Press, MD, MSc
Dr. Press is the Associate Medical Director of the Penn Medicine Primary Care Service Line, University of Pennsylvania Health System. In this role, he helps lead practice transformation and population health management across a network of 65 primary care practices in the University of Pennsylvania Health System. He is also a practicing general internist and a faculty member in the Department of Medicine at the Perelman School of Medicine at Penn, where he is engaged in research in the areas of population health and payment reform. Prior to his current position, Dr. Press was a member of the senior leadership team at the Center for Medicare and Medicaid Innovation at CMS, where he helped develop and implement several new payment and care delivery models, as well as the national Health Care Payment Learning and Action Network. His work has been published in the New England Journal of Medicine, JAMA, and Health Affairs and has been covered by the New York Times and the Associated Press, among other media outlets. He received his medical degree from Brown University and completed his residency and the Robert Wood Johnson Foundation Clinical Scholars Program at the University of Pennsylvania.

Carol Raphael, MPA
Ms. Raphael is a Senior Advisor at Manatt Health. Previously she served as Chief Executive Officer and President of the Visiting Nurse Service of New York (VNSNY), the largest non-profit home health agency in the United States. She also served as Board Chair of AARP. Prior to joining VNSNY, Ms. Raphael held an executive position at Mt. Sinai Medical Center and was an Executive Deputy Commissioner of the NYC Human Resources Administration in charge of the Medicaid and Public Assistance programs. Ms. Raphael was an Advanced Leadership Fellow at Harvard University in 2012. She is the Chair of the Long Term Quality Alliance, an alliance of payers, providers, consumers and policymakers working to strengthen and better integrate the Long Term Services & Supports system. She serves as a Director on numerous Boards including the Kaiser Permanent School of Medicine, The Scan Foundation, Primary Care Development Corporation, and Medicare Rights Center. Additionally, she was a member of New York State Governor Cuomo’s Medicaid Redesign Team. Ms. Raphael is a member of the RAND Health Advisory Board and the Harvard T.H. Chan School of Public Health Policy and Management Executive Council. She has been a member of the National Quality Forum Measures Application Partnership (MAP) where she chaired its Post-Acute, Long Term Care and Hospice Workgroup and was co-chair of its Attribution Committee. Currently, she is a member of its Admissions and Readmissions Committee. She chairs the CMS Technical Expert Panel for Quality Measure Development for Dual Eligibles and Medicaid Beneficiaries using HCBS and Managed Long Term Care. She has an MPA from Harvard University’s Kennedy School of Government and completed its Senior Executive Program.

Susan Reinhard, PhD, RN, FAAN
Dr. Reinhard is Senior Vice President at AARP, directs its Public Policy Institute, the focal point for state, federal and international policy research. She also serves as Chief Strategist for the Center to Champion Nursing in America. She is a nationally recognized expert in health and long-term care, with extensive experience in conducting, directing and translating research to promote policy change. Previously, she served as Co-Director of Rutgers Center for State Health Policy, directing national initiatives to help people with disabilities live at home. She served three governors as Deputy Commissioner of the NJ Department of Health and Senior Services. Her research and policy expertise includes health care workforce, caregiving, consumer choice, community care options, and quality. A former faculty member at Rutgers College of Nursing, she is an American Academy of Nursing fellow. She holds a master’s degree from the University of Cincinnati and a PhD from Rutgers University.
Richard Ricciardi, PhD, NP, FAANP, FAAN

Dr. Ricciardi serves as the Director, Division of Practice Improvement at the Agency for Healthcare Research and Quality (AHRQ). Prior to joining AHRQ in 2010, Dr. Ricciardi served on active duty in the Army for thirty years and had numerous positions as a pediatric and family nurse practitioner, clinical research scientist, and senior leader within the Department of Defense. At AHRQ, Dr. Ricciardi’s research focuses on primary care practice transformation and practice improvement in the areas of team-based care, quality and safety, care of patients with Multiple Chronic Conditions, and implementation science. Dr. Ricciardi maintains a part-time clinical practice at Walter Reed National Military Medical Center and is a fellow in the American Academy of Nursing and the American Association of Nurse Practitioners.

Therese S. Richmond, PhD, CRNP, FAAN

Dr. Richmond is the Andrea B. Laporte Professor at the University of Pennsylvania, School of Nursing and serves as its Associate Dean for Research & Innovation. She has an extensive program of research aimed at improving recovery from serious injury by addressing the interaction between physical injury and its psychological repercussions. Her science also focuses on prevention of violence and firearm violence. The National Institute of Mental Health, the National Institute of Nursing Research (NINR), Centers for Disease Control (CDC) and the Pennsylvania Department of Health have supported her research. Dr. Richmond serves on the Executive Committee of the CDC-funded Penn Injury Science Center and on the Executive Committee of the Leonard Davis Institute of Health Economics. She is a fellow in the American Academy of Nursing and an elected member of the National Academy of Medicine. Dr. Richmond serves on the Federal Advisory Committee to the Secretary for National Health Promotion & Disease Prevention Objectives for 2030.

Randi Roy

Ms. Roy graduated from University of Pennsylvania in 1987 with a BA in Biological Basis of Behavior and from The Wharton School in 1991 with an MBA in Management and Marketing. Ms. Roy has spent her career working in the health care industry and has more than 25 years of progressive experience as a management consultant and change leader for all types of health care systems and entities. Ms. Roy’s expertise is in strategic planning, business/program development and care delivery transformation. While much of her career to date has been working with post-acute care providers, her most recent position focused on the development and implementation of value-based payments under the Bundled Payment for Care Improvement (BPCI) program.

John J. Rydzewski, MBA

Mr. Rydzewski is a Senior Advisor for Healthcare at PJ Solomon, the US investment banking unit of Natixis. His healthcare experience incorporates professional activity in such diverse sectors as biotechnology and drug development services; medical devices; hospital management and long term care, including assisted living and skilled nursing care; behavioral health; and managed care. Mr. Rydzewski also serves as Vice Chairman of the RAND Corporation’s Health Board of Advisors. Prior to PJ Solomon, he founded a pre-clinical stage biotech company developing cancer-targeting immune-therapeutics with technology licensed from the Massachusetts Institute of Technology and Harvard University; he was a Managing Director of a private investment firm focused on structured credit investments in the pharmaceutical sector; healthcare advisory and financing assignments at boutique and global investment banks. He has served as a director of numerous proprietary and non-profit healthcare corporations. Mr. Rydzewski received both MBA and BS degrees from The Wharton School of the University of Pennsylvania.

Dana Gelb Safran, ScD

Dr. Safran is Chief Performance Measurement and Improvement Officer and Senior Vice President, Enterprise Analytics at Blue Cross Blue Shield of Massachusetts (BCBSMA). In this role, she leads the company’s initiatives to measure and improve healthcare quality, safety and outcomes. Dr. Safran was among the lead developers of the BCBSMA Alternative Quality Contract (AQC), a provider contract model launched in 2009 with the twin goals of improving quality and outcomes while significantly slowing spending growth. Dr. Safran also retains an active academic practice, as a faculty member in the Department of Medicine at Tufts University School of Medicine, and has authored more than 80 peer-reviewed articles. She is widely recognized as having contributed to the empirical basis for our nation’s push toward a more patient-centered health care system – and for developing measures of patient care experiences that are now used nationwide, accepted as a national standard for this area of measurement, and used by the Medical Boards.
as part of their recertification process for physicians. Dr. Safran serves as a Commissioner on the Medicare Payment Advisory Commission (MedPAC) and in numerous other national and local advisory roles related to health policy and quality measurement, including work with the Centers for Medicare and Medicaid Services (CMS), The National Committee for Quality Assurance (NCQA) and the Massachusetts State Quality Advisory Council (SQAC). She is a member of the American Board of Internal Medicine (ABIM) Council, and the Editorial Board of Healthcare: The Journal of Delivery Science and Innovation. Dr. Safran earned her Master and Doctor of Science degrees in Health Policy from the Harvard School of Public Health. She earned her Master and Doctor of Science degrees in Health Policy from the Harvard School of Public Health.

**Justine S. Sefcik, PhD, RN**

Dr. Sefcik is a Postdoctoral Research Fellow at the University of Pennsylvania (Penn) School of Nursing NewCourtland Center for Transitions and Health, on National Institute of Nursing Research (NINR) funded training program on transitions and older adults [T32NR009365], and she also is an Associate Fellow of Penn’s Leonard Davis Institute. Her program of research focuses on improving care and outcomes of older adults with dementia. Her dissertation was a multi-methods study of nursing home residents with advanced dementia and persistent vocalizations. In recognition of her scholarship and commitment to advancing the science of nursing care for vulnerable older adults, she received the NINR Ruth L. Kirschstein National Research Service Award Predoctoral fellowship (F31NR015693), and two additional awards from the National Hartford Centers of Gerontological Nursing Excellence Patricia G. Archbold Scholar and the Jonas Hartford Scholar. Dr. Sefcik’s clinical background is grounded in long-term care. Prior to pursuing her doctoral studies, Dr. Sefcik served in various roles including the Assistant Director of Nursing/Education Coordinator of a facility in New York.

**Martin J. Sepulveda, MD, ScD, FACP, FAAP**

Dr. Sepúlveda is an IBM Fellow and elected Member of the National Academy of Medicine. He is managing principal of CLARALUZ LLC which provides advisory, counseling, analytics and project related services in health and health systems, data, analytics and related technology. Dr. Sepúlveda previously served as Vice President of Health Systems and Policy Research for the IBM Corporation. Prior to that he was IBM VP Integrated Health Services and led health policy, strategy, health benefits and operations, occupational health and well-being for IBM globally. Dr. Sepúlveda received his M.D. and M.P.H. degrees from Harvard University, Doctor of Science from the University of Iowa, B.A. magna cum laude from Yale University, and completed residencies in internal medicine at UCSF Hospitals, and occupational/environmental medicine at the National Institute for Occupational Safety and Health. He completed a fellowship in internal medicine at the University of Iowa Hospitals and Clinics, and also served as an Epidemic Intelligence Service officer at the US Centers for Disease Control. Dr. Sepulveda serves on the boards of the National Academy of Medicine’s Board on Children, Youth and Families, the American Board of Internal Medicine Foundation, the New York Academy of Medicine and the Council on Health Research for Economic Development.

**C. Todd Staub, MD, FACP**

Mr. Staub is the Senior Vice President for Physician Relations at OptumCare - a division of Optum. In this role, Todd is helping to establish and strengthen relationships with external medical organizations, to bring new medical groups into the national OptumCare delivery network, and to develop a research and education capability in OptumCare. OptumCare is creating a national ambulatory, community-based delivery network that is built on a foundation of advanced primary care. Todd is working with others to support its physician-led governance structure, which adapts to local markets and regional conditions, while building a coherent national platform for care delivery. Todd is one of the founders and past Chairman of ProHealth Physicians, an integrated primary care group practice in Connecticut. ProHealth Physicians serves over 400,000 patients in 90 locations throughout the state. In December 2015, ProHealth Physicians joined with OptumCare. He worked with others in ProHealth Physicians to found the Connecticut Center for Primary Care in 2002, a non-profit organization devoted to research and education on primary care issues and now serves as the Chair of Board of Directors. He also helped to create the Primary Care Coalition of Connecticut, which brings together the broad primary care community from diverse practice settings across the state and to establish the CCCP Annual Primary Care Summit - a statewide event for the greater primary care community and fundraiser for CCCP. Todd is an active member of the American Medical Group Association and has served as the Chair of the CEO Leadership Council and on the AMGA Board of Directors.
Eileen Sullivan-Marx, PhD, RN, FAAN
Dr. Sullivan-Marx is dean and Erline Perkins McGriff Professor at NYU Rory Meyers College of Nursing and professor emerita of scholarly practice, clinician-educator at the University of Pennsylvania School of Nursing. In addition to American Academy of Nursing, where she serves as president-elect, Dr. Sullivan-Marx holds fellowships in the Gerontology Society of America and the New York Academy of Medicine. Previously, she was an American Political Science Congressional Fellow and senior advisor to the Center for Medicare & Medicaid Services (CMS) Office of Medicaid and Medicare Coordination, just after passage of the Affordable Care Act. As part of this position, she worked to bring promising models of care to scale. Dr. Sullivan-Marx is also an AAN Edge Runner where she was challenged to bring a new level of innovation to addressing pressing healthcare problems. Dr. Sullivan-Marx served as chair of the Pennsylvania Commission on Senior Care Services in 2008 and as a member of the Philadelphia Emergency Preparation Review Commission in 2006. In New York City, she is co-chair of the Mayor’s Summit on Mental Health Workforce Planning. She is a member of the Board of Directors of the Arnold P. Gold Foundation and of the United Hospital Fund, Inc. Honors she has earned include the international Sigma Theta Tau Honor Society Best of Image award for research (1993), the Hippensteel Founders Award for excellence in practice award (2011), and the Springer Publishing Research Award, among others. Dr. Sullivan Marx earned her PhD from the University of Pennsylvania School of Nursing and holds a masters from the University of Rochester School of Nursing.

Hemi Tewarson, JD, MPH
Ms. Tewarson serves as the Director for the National Governors Association Center for Best Practices’ Health Division, where she oversees all the Health Division projects which include Medicaid transformation and coverage, Medicaid data systems, health care delivery and payment system reform, workforce, opioids, and behavioral health and social determinants. Prior to joining NGA, Ms. Tewarson had decades of experience in health care policy in the private and public sectors. She served as senior attorney for the Office of the General Counsel at the U.S. Government Accountability Office and was in private practice as a health policy attorney where her practice included advising states on how to reform their Medicaid programs. She holds a JD and a master’s degree in public health from the George Washington University and a bachelor’s degree in psychology from the University of Pennsylvania.

Jasmine Travers, PhD, RN
Dr. Travers is a Postdoctoral Research Fellow at the University of Pennsylvania (Penn) School of Nursing NewCourtland Center for Transitions and Health, on a National Institute of Nursing Research (NINR) funded training program on transitions and older adults [T32NR009365], and she also is an Associate Fellow of Penn’s Leonard Davis Institute. Recently, Dr. Travers was appointed as a Jonas Policy Scholar with the American Academy of Nursing’s Environmental and Public Health Expert Panel. At Penn, she is pursuing a research career that advances and implements knowledge designed to reduce health disparities experienced by vulnerable older adult populations. Dr. Travers’ research interests include aging, health policy, health disparities, and access and utilization of long-term services and supports for older adults related to financing, planning, and health outcomes. Dr. Travers serves on the PA-Action Coalition Nurse Diversity Council, where the focus is on increasing workforce diversity and preparedness in caring for a diverse population. She also serves as a mentor in the New York City iMentor program, guiding disadvantage high school student on their journey to college. She earned her PhD from Columbia University School of Nursing, and holds a master’s degree from Stony Brook University.

Antonia M. Villarruel, PhD, RN, FAAN
Dr. Villarruel is the Margaret Bond Simon Dean of Nursing at the University of Pennsylvania School of Nursing. Dr. Villarruel also holds an appointment as Senior Fellow at the Leonard Davis Institute of Health Economics, University of Pennsylvania. As a bilingual and bicultural nurse researcher, Dr. Villarruel has extensive research and practice experience with diverse Latino and Mexican populations and communities, and health promotion and health disparities research and practice both here and abroad. She incorporates a community-based participatory approach to her research. Specifically, her research focuses on the development and testing of interventions to reduce sexual risk behaviors among Mexican and Latino youth. She has been the PI and Co-PI of over eight randomized clinical trials concerned with reducing sexual and other risk behaviors. As part of this program of research, she developed an efficacious program to reduce sexual risk behavior among Latino youth – entitled Cuídate! which was disseminated nationally. In addition to her research, Dr. Villarruel has assumed leadership in many national and local organizations. She currently chairs the NAM Roundtable on the Promotion of Health Equity. She also co-chairs the Strategic Advisory
Council of the AARP/RWJ Center for Health Policy Future of Nursing Campaign for Action. She is also an invited member of the American Board of Internal Medicine Foundation and the Aspen Health Strategy Group. She has received numerous honors and awards; membership in the National Academy of Medicine and selection as a Fellow in the American Academy of Nursing; 2015 International Nurse Researcher Hall of Fame, Sigma Theta Tau International; and The Edge Runner Award, American Academy of Nursing. She was Named One of NBC’s Latino-20 for Hispanic Heritage Month and received the AL DIA Philadelphia Hispanic Heritage Award for Leadership in 2017.

**Rachel M. Werner, MD, PhD**
Dr. Werner is a Professor of Medicine in the Division of General Internal Medicine and Health Care Management in the Wharton School at the University of Pennsylvania and Core Investigator with the VA HSR&D Center for Health Equity Research and Promotion (CHERP). She received her medical degree from the University of Pennsylvania Perelman School of Medicine, where she also did her residency in Internal Medicine. While completing a clinical fellowship in general internal medicine, she also received a Ph.D. in health economics from the Wharton School. Dr. Werner is Director of Health Policy and Outcomes Research for Penn’s Department of Medicine and co-Director of Penn’s Master of Science in Health Policy Research. Dr. Werner’s research seeks to understand the effect of health care policies and delivery systems on quality of care. In particular, she has examined the role of quality improvement incentives on provider behavior, the organization of health care, racial disparities, and overall health care quality. Her work has empirically investigated numerous unintended consequences to quality improvement incentives and was among the first to recognize that public reporting of quality information may worsen racial disparities. Her research has been published in high-impact peer-reviewed journals. She has received numerous national awards including the Alice Hersh New Investigator Award from AcademyHealth and the Presidential Early Career Award for Scientists and Engineers. She is an elected member of the American Society for Clinical Investigation and the American Association of Physicians and frequently policy makers and government officials on the use of quality improvement incentives in health care. In addition to her research, Dr. Werner is a practicing general internist at the Crescenz VA Medical Center in Philadelphia.

**Gail R. Wilensky, PhD**
Dr. Wilensky is an economist and senior fellow at Project HOPE, an international health foundation. She also co-chairs the Bipartisan Policy Center’s initiative on the future of health care and helped organize the Convergence group’s Health Reform Roundtable. She directed the Medicare and Medicaid programs and served in the White House as a senior adviser on health and welfare issues to President GHW Bush. She was also the first chair of the Medicare Payment Advisory Commission. Her expertise is on strategies to reform health care, with particular emphasis on Medicare, comparative effectiveness research and military health care. Dr. Wilensky currently serves as a trustee of the Combined Benefits Fund of the United Mine Workers of America and the National Opinion Research Center, is on the Board of Regents of the Uniformed Services University of the Health Sciences (USUHS) and the Board of Directors of the Geisinger Health System Foundation. She is also a director on Quest Diagnostics and United Health Group boards. She is an elected member of the National Academy of Medicine and has served two terms on its governing council. She is a former chair of the board of directors of Academy Health, a former trustee of the American Heart Association and a current or former director of numerous other non-profit organizations. Dr. Wilensky has testified many times before Congressional committees, serves as an adviser to members of Congress and other elected officials, and speaks nationally and internationally. She received a bachelor’s degree in psychology and a PhD in economics at the University of Michigan and has received several honorary degrees.

**Heather M. Young, PhD, RN, FAAN**
Dr. Young is Dean and Professor, Betty Irene Moore School of Nursing. A nurse leader, educator and scientist and a nationally recognized expert in gerontological nursing and rural health care, Dr. Young is associate vice chancellor for nursing and founding dean of the Betty Irene Moore School of Nursing at UC Davis. Dr. Young’s research and clinical interest is the promotion of healthy aging with a particular focus on the interface between family and formal health-care systems. Her research has focused on family caregiving and the use of telehealth and community-based strategies to promote health for older adults and increase organizational capacity to serve older adults and their families. Dr. Young conducted several longitudinal studies of caregiving and a series of studies on long term care policy addressing nurse delegation and self-directed care. Her findings shaped state regulations. She serves as co-director of the UC Davis Latino Aging Research Resource Center and co-director of the Family Caregiving Institute.