

Speaker Biographical Sketches

Scott E. Arbet, Ph.D., vice president of research and test development for the National Commission on Certification of Physician Assistants; In his three years' tenure with the commission, Dr. Arbet strategically planned and transitioned all aspects of the certification and recertification examinations in house such as creating an item banking system, automated test assembly, online test delivery, and psychometrics.

A true change agent, Dr. Arbet's education and experience are focused on measurements and statistics, all aspects of test development, operation management, client's relations, and contract negotiations. He participated on many nonprofit medical and nonmedical boards and has helped transition into computer-based testing.

Dr. Arbet's experience also includes 10 years with the National Board of Medical Examiners as the vice president of client programs. He earned his Ph.D. degree in measurement and statistics from Auburn University. He currently resides in Valley Forge, Pa., with his three boys.

David Auerbach received his Ph.D. in health policy in 2002 from Harvard University. Since then, he has worked in the Health and Human Resources Division of the Congressional Budget Office where he has focused primarily on health insurance coverage, but has also worked on issues surrounding geographic variation in health care spending and health care provider supply. Since 1998, he has also frequently teamed up with Drs. Douglas Staiger and Peter Buerhaus to publish numerous articles and a recent book on the nursing workforce (*The Future of the Nursing Workforce in the United States*). The group has now extended their research agenda into the physician workforce.

Michelle Anne Bholat, M.D., M.P.H., is executive vice chair, clinical affairs, and executive director, the University of California, Los Angeles, IMG Program at the David Geffen School of Medicine.

John (Jack) R. Boulet, Ph.D., is associate vice president, research and data resources, for the Foundation for Advancement of International Medical Education and Research (FAIMER®). He is also the assistant vice president, research and evaluation, for the Educational Commission for Foreign Medical Graduates (ECFMG®). For the past 12 years, Dr. Boulet has worked on the development of performance-based credentialing assessments in medicine. He has published extensively in the field of medical education, focusing specifically on measurement issues pertaining to performance-based assessments, including objective structured clinical examinations (OSCEs) and various mannequin-based evaluation methodologies. More recently, he has become involved in health workforce research, conducting studies to enumerate and assess the impact of physician migration. As part of ongoing FAIMER research activities, he is coordinating the development, linking, and mining of data resources that can help inform national and international policies concerning health workforce distribution.

Ellen Bouchery, M.S., is a senior manager with the Lewin Group. She is a labor economist with over 15 years of experience in health policy research. She has recently conducted or participated in workforce studies for the American College of Cardiology, American College of Rheumatologists, the Internal Revenue Service, and the Public Health Service. All of these studies focused on describing the status of the current workforce and planning for future workforce needs. The studies included development of models for subspecialty choice, retirement decisions, and practice efficiency. Ms. Bouchery has also conducted several workforce studies for the Department of Defense. These studies related to accession policy and officer compensation. The studies developed models to help policy makers allocate recruiting resources and compensation optimally.

James Cawley, M.P.H., P.A.-C is a professor and director of the P.A./M.P.H. program at the George Washington University.

Candice Chen, M.D. M.P.H., is the co-principal investigator of the Medical Education Futures Study and a consultant for the Sub-Saharan African Medical School Study at the George Washington University School of Public Health and Health Services. She is also an attending physician at Children's National Medical Center in Washington, D.C.

Dr. Chen received her M.D. degree from Baylor College of Medicine and her M.P.H. degree from the George Washington University with a concentration in community-oriented primary care. In her clinical work, she provides primary care to an underserved population in southeast, D.C., and is investigating the role of medical education in developing a socially responsible physician workforce.

Dr. Chen has also developed an online advocacy education site, www.AdvocacyOnCall.org, to increase resident and physician basic knowledge on federal programs affecting the health and well-being children and a community campaign to increase youth participation in afterschool activities with the goal of reducing high-risk behaviors.

Peggy Chen, M.D., M.Sc., is a pediatrician who received her undergraduate degree in English at Stanford University. She received her medical degree at Columbia and a master's degree in science in health policy, planning, and finance at the London School of Hygiene and Tropical Medicine and the London School of Economics. Dr. Chen completed her pediatric residency at Yale and is currently a postdoctoral fellow in the Robert Wood Johnson Clinical Scholars Program at Yale.

Her research focuses on improving the health of vulnerable populations. Her current projects include understanding the experiences of international medical graduates working as primary care physicians in the United States using qualitative methods, a systematic review of how research utilizing community-based participatory research is disseminated, and a partnership with a community organization, New Haven Healthy Start, to develop consumer-oriented health education materials. She has been invited to give a panel presentation at the 2009 AAMC Workforce Conference on her work on international medical graduates.

Jordan J. Cohen, M.D., is the AAMC's president emeritus. During his 12 years as president of the association (1994-2006), Dr. Cohen launched new initiatives in each of the association's mission areas of education, research, and patient care; expanded and modernized the AAMC's services for medical students, applicants, residents, and constituents; strengthened the association's communications, advocacy, and data-gathering efforts; and established many initiatives for improving medical education and clinical care. As the voice of academic medicine for more than a decade, Dr. Cohen also spoke extensively on the need to promote greater racial and ethnic diversity in medicine, to uphold professional and scientific values, and to transform the nation's health care system.

In addition to serving as the AAMC's president emeritus, Dr. Cohen is chairman of the Arnold P. Gold Foundation, which advances humanism in medicine through innovations in medical education. He also serves on the board of directors of the Josiah Macy Jr. Foundation of New York, the Foundation for Biomedical Research, Morehouse School of Medicine, National Medical Fellowships, and the Qatar Foundation for Education, Science & Community Development. He is also a member of the Special Medical Advisory Group of the Department of Veterans Affairs.

Prior to becoming president of the AAMC, Dr. Cohen spent 40 years in academic medicine at some of the nation's most prestigious institutions. He was dean of the medical school and professor of medicine at the State University of New York (SUNY) at Stony Brook, and president of the medical staff at University Hospital. Before joining SUNY-Stony Brook, Dr. Cohen was professor and associate chair of medicine at the University of Chicago-Pritzker School of Medicine, and physician-in-chief and chair of the department of medicine at the Michael Reese Hospital and Medical Center. He also held medical faculty positions at Harvard, Brown, and Tufts universities and was president of the medical staff at the New England Medical Center Hospital in Boston.

Dr. Cohen has also held a wide variety of leadership positions in almost all aspects of academic medicine, including chair of the American Board of Internal Medicine and of the Accreditation Council for Graduate Medical Education, as well as president of the Association of Program Directors of Internal Medicine. A member of the American College of Physicians since 1978, he served as vice chair of its board of regents and chair of its education policy committee, and he was awarded a mastership from the college in 1993. In 1994, Dr. Cohen was named a member of the National Academy of Sciences' Institute of Medicine.

Dr. Cohen is a graduate of Yale University and Harvard Medical School and completed his postgraduate training in internal medicine on the Harvard service at the Boston City Hospital. He completed a fellowship in nephrology at the Tufts-New England Medical Center. His chief areas of research interest were acid-base metabolism and renal physiology. He has authored more than 100 articles and is the former editor of *Kidney International's Nephrology Forum*.

Linda J. Cragin, M.S., currently serves as director of the MassAHEC Network at the University of Massachusetts Medical School. She has served in this capacity for five years. The Area Health Education Center program receives federal Title VII funding through the Bureau of Health Professions in the Health Resources and Services Administration. The MassAHEC Network

consists of six community-based agencies and offices at the University of Massachusetts and Boston University medical schools. MassAHEC responds to the challenge of improving access to quality health care for underserved populations by supporting community-responsive and culturally competent workforce development efforts.

Prior to this position, Ms. Cragin worked in a variety of positions providing care for the older adult population, including managing home health agencies, nursing homes, and assisted living and as the director of geriatrics for several health care systems. She served as assistant secretary for the Massachusetts Executive Office of Elder Affairs. She serves on many local and state advisory boards and is currently on the National AHEC Organization's board of directors.

Ms. Cragin has a bachelor's degree in social psychology and community health from Tufts University and a master's degree in health policy and management from the Harvard School of Public Health.

Tim Dall is a health economist and a vice president with the Lewin Group, a health research and policy consulting firm. His work includes health workforce studies and program evaluations for government agencies, professional associations, hospital systems, and health plans. For the Bureau of Health Professions, he recently developed supply and demand projections for physicians and pharmacists, is currently updating the federal government's projection models for registered nurse supply and demand, and is modeling supply and demand for primary care clinicians (physicians, N.P.'s and P.A.'s) by state. In addition to workforce studies, Mr. Dall conducts research on the economics of chronic diseases and the business case for health promotion. He completed his master's degree in economics at the University of Wisconsin, Madison.

Michael Dill is a senior data analyst at the AAMC's Center for Workforce Studies. He has considerable experience in health workforce research and analysis, data management, quantitative analysis, and modeling. His current work focuses on physician demand, specialty choice, and physician workforce diversity. He received his master's degree in public affairs and policy from Rockefeller College, and he is currently pursuing his Ph.D. degree in sociology through the State University of New York at Albany.

Mark Doescher, M.D., M.S.P.H., is director of the University of Washington's Center for Health Workforce Studies and the WWAMI Rural Health Research Center. He is an associate professor in the department of family medicine with an adjunct appointment in the department of health services research. Dr. Doescher has expertise in assessing issues affecting rural and inner-city communities. His main research goals are to examine workforce supply, the quality of health care delivery, and health outcomes. He has conducted and published a variety of studies examining the health care workforce, preventive care, and chronic illness among rural Americans and is a member of the *Journal of Rural Health* editorial board. He sees patients and teaches medical students and residents at Harborview Medical Center in Seattle. Dr. Doescher received his M.D. degree from the University of California, San Francisco, and completed residency training in preventive medicine and public health at the University of Colorado Health Sciences Center and in family medicine at the University of Rochester/Highland Hospital.

Martey Dodoo, Ph.D. is a chief economist at Robert Graham Center.

Parker A. Duncan, M.P.H., MS4; CaPA Fellow is a medical student at the University of California, Irvine, where he is part of the inaugural class of PRIME-LC, a dual-degree program specifically designed to prepare physician-leaders to work in service to the Latino community of California. As part of the PRIME-LC requirement to complete a masters' degree following the MS3 year, Mr. Duncan received his M.P.H. degree at California State University, Long Beach. Additionally, he is spending the 2008-09 academic year working for the California Physicians' Alliance (www.capa.pnhp.org) as the medical student fellow for health care reform. He will graduate and "match" in 2010 into family medicine.

Mr. Duncan credits the development of his sense of social mission during medical school first and foremost to his membership and participation in PRIME-LC. As well, during his MS1 year, he learned about – and subsequently started a local chapter for – AMSA (American Medical Student Association), a group whose moniker boasts, "It takes more than medical school to make a physician." Through the statewide AMSA network, he co-founded the first Lobby Day for universal health care, organized and led exclusively by health professional students, in 2006. His continued involvement in promoting health professional student involvement in the process of healthcare reform led to his current position as the "CaPA Fellow."

A native Californian, Mr. Duncan grew up in Louisville, Ky., attended Duke University on an NROTC scholarship, and subsequently served four years on the USS Nimitz as a bridge officer. Prior to medical school, he worked as a bilingual mental health counselor in San Francisco.

Clese Erikson, M.P.Aff., is director of workforce research in the Association of American Medical Colleges Center for Workforce Studies. Prior to joining the center, she was director of research projects for the American Medical Group Association. Ms. Erikson received her master's degree in public affairs from the Lyndon B. Johnson School of Public Affairs at the University of Texas. Her areas of expertise include physician supply and demand, with an emphasis on specialty-specific studies and specialty choice decisions; generational issues; survey design; and the role of nonphysician clinicians in primary care and disease management.

Gaetano J. Forte, director of information management at the Center for Health Workforce Studies at the University at Albany, State University of New York, has focused on the physician workforce for more than 10 years at the center. His recent research includes assessments of the physician workforce nationally, in New York, New Jersey, Michigan, California, New Mexico, the southeastern United States, and New York City; studies of the supply, demand, and distribution of medical oncologists, gynecologic oncologists, allergy/immunology specialists, and medical geneticists in the United States. He has also participated in assessments of medical residency training outcomes in New York, New Jersey, and California.

Many of Mr. Forte's responsibilities at the center revolve around the conduct of surveys. He currently oversees the continuous survey of physicians (N = 81,000), dentists (N = 18,000), dental hygienists (N = 9,600), and registered nurses (N = 253,000) licensed to practice in New York. During his tenure at the center, Mr. Forte has also managed national surveys of allergy/immunology specialists, palliative medicine physicians, medical oncologists, medical geneticists,

nurses in genetics, and national sample surveys of physicians over and under the age of 50. He has managed all aspects of the logistics (including sample design and selection, panel selection and maintenance, survey design, distribution of survey instruments via mail and Web, data processing, editing, and analysis) of these and almost all of the surveys conducted at the center over the past decade.

Erin Fraher is director of the North Carolina Health Professions Data System (HPDS), at the Cecil G. Sheps Center for Health Services Research at the University of North Carolina at Chapel Hill. The HPD is a research program dedicated to providing timely, objective, and data-driven analyses to inform state and national policy makers wrestling with decisions about how to best educate and deploy health professionals. Some of her recent work includes collaborating with the North Carolina Governor's office on health workforce policy issues, as well as working with the NC Institute of Medicine on an analysis of primary care and specialty physician workforce shortages. Dr. Fraher is an investigator with the American College of Surgeons Institute for Health Policy Research, where her work focuses on variations in surgeons' workforce participation rates and career trajectories with respect to gender, age, and generational cohorts.

Dr. Fraher earned her Ph.D. degree from the department of health policy and management at the University of North Carolina at Chapel Hill and her master's degree in public policy from the University of California at Berkeley. For the past 10 years, she has worked as a policy analyst and researcher in the United States and Canada on a variety of health care issues.

Deborah German earned her M.D. degree from Harvard Medical School, was a resident in medicine at the University of Rochester in New York, and a fellow in rheumatic and genetic diseases at Duke University in Durham, N.C. She became a faculty member at Duke, and as an associate investigator at the Howard Hughes Medical Institute at Duke, researched adenosine metabolism. She was director of the Duke Gout Clinics and associate dean of medical education at Duke. Dr. German also maintained her own private practice of internal medicine and rheumatology. In 1988, Dr. German joined Vanderbilt University as associate dean for students and later senior associate dean of medical education. She next served as president and chief executive officer at Saint Thomas Health Services. She was also senior vice president and chief academic officer for Saint Thomas Health Services. While there, Dr. German led a successful hospital turnaround and initiated service excellence and quality programs at the hospital that received national recognition. Throughout this time, she continued to practice medicine. Dr. German spent a year at the Association of American Medical Colleges (AAMC) in Washington, D.C., as a Petersdorf Scholar in Residence. She studied the leadership of academic health centers framed in the concepts of chaos theory and complex adaptive system science.

Dr. German was appointed as the founding dean of the college of medicine at the University of Central Florida in December 2006. She leads development of a full-scale medical school and academic medical center that is part of an evolving research-based medical city within a highly engaged central Florida community. In less than two years, she has hired over 200 employees and appointed over 700 volunteer faculty, gained preliminary accreditation, raised enough money to provide full four-year scholarships for the entire charter class, and is overseeing construction of 400,000 square feet of medical school space.

Many communities have recognized Dr. German for her contributions. The city of Nashville honored her as the recipient of the Athena Award and inducted her into the YWCA Academy for Women of Achievement. She is the recipient of the AAMC Women in Medicine Leadership Development Award. Dr. German was named a Local Legend of Medicine in the National Library of Medicine. She is the Orlando Business Journal and Orlando Regional Healthcare 2008 recipient of both the Business Executive of the Year and the Businesswoman of the Year. Most recently, Dr. German received the Orlando Sentinel's Editorial Board Central Floridian of the Year, 2008. Dr. German is the mother of two daughters.

Paul Ginsburg is president of the Center for Studying Health System Change (HSC). Founded in 1995, HSC conducts research to inform policymakers and other audiences about changes in organization, financing and delivery of care and their effects on people. Data are gathered through the Community Tracking Study, which includes surveys of households and physicians and site visits to interview health system leaders in 12 communities that are representative of the nation. HSC is widely known for the objectivity and technical quality of its research and its success in communicating it to policy makers, industry and the media as well as to the research community. A sister organization to Mathematica Policy Research, Inc., HSC is funded by the Robert Wood Johnson Foundation, other foundations, and government agencies.

Dr. Ginsburg served as founding executive director of the Physician Payment Review Commission (now the Medicare Payment Advisory Commission). Widely regarded as highly influential, the commission developed the Medicare physician payment reform proposal that was enacted by the Congress in 1989. Dr. Ginsburg was a senior economist at RAND and served as deputy assistant director at the Congressional Budget Office. Before that, he served on the faculties of Duke and Michigan State universities. He earned his doctorate in economics from Harvard University.

Dr. Ginsburg is a noted speaker and consultant on the changes occurring and the future outlook in the health care system. In addition to presentations on the overall direction of change, his recent topics have included cost trends and drivers, consumer-driven health care, provider payment, future of employer-based health insurance, and competition in health care. In 2008, for the sixth time, Dr. Ginsburg was named by *Modern Healthcare* as one of the 100 most powerful persons in health care (#46). He received the first annual HSR Impact Award from AcademyHealth, the professional association for health policy researchers and analysts. He is a founding member of the National Academy of Social Insurance, a public trustee of the American Academy of Ophthalmology, and served two elected terms on the board of AcademyHealth.

Kevin Grumbach, M.D., is professor and chair of the department of family and community medicine at the University of California, San Francisco (UCSF), and chief of family and community medicine at San Francisco General Hospital. He is director of the UCSF Center for California Health Workforce Studies, co-director of the UCSF Center for Excellence in Primary Care, and co-director of the Community Engagement Program for the UCSF Clinical Translational Science Institute. His research on topics such as primary care physician supply and access to care, innovations in the delivery of primary care, and racial and ethnic diversity in the health professions have been published in major medical journals such as the *New England*

Journal of Medicine and *JAMA* and cited widely in both health policy forums and the general media. With Tom Bodenheimer, he coauthored the best-selling textbook on health policy, *Understanding Health Policy - A Clinical Approach*, and the book, *Improving Primary Care – Strategies and Tools for a Better Practice*, published by McGraw Hill. He received a Generalist Physician Faculty Scholar award from the Robert Wood Johnson Foundation, the Health Resources and Services Administration Award for Health Workforce Research on Diversity, and the Richard E. Cone Award for Excellence and Leadership in Cultivating Community Partnerships in Higher Education, and is a member of the Institute of Medicine, National Academy of Sciences.

Dr. Grumbach is a member of the UCSF University-Community Partnership Council, and a founding member of the California Physicians' Alliance, the California chapter of Physicians for a National Health Program. He served as a campaign surrogate and member of the health policy advisory committee for the Barack Obama presidential campaign, and an advisor to President Obama's health transition team.

Dr. Grumbach practices family medicine at the Family Health Center at San Francisco General Hospital.

Diana Hamilton-Fairley F.R.C.O.G., M.D., is deputy medical director at Guys and St. Thomas' NHS Foundation Trust and head of the Postgraduate School of Obstetrics and Gynaecology for London. She was appointed as consultant obstetrician and gynaecologist in 1996. Clinically, she has established an early pregnancy assessment unit which developed into a 24 hour emergency gynaecology unit in 2003, which is nurse-led and sees 9,000 women per year. Her main clinical interests are reproductive endocrinology. In September 2003, she was appointed clinical lead for EWTD at the Trust and successfully introduced Hospital at Night teams across both sites. She was joint head of women's health services working with a midwife in the trust until January 2007 and is director of workforce development for the trust.

L. Gary Hart, Ph.D., is director of the Rural Health Office (RHO) for the University of Arizona Mel and Enid Zuckerman College of Public Health. Dr. Hart earned his bachelor's and master's degrees from the University of Utah and his doctorate in medical geography from the University of Washington. He has three decades of experience in rural health at the University of Washington where he headed the Rural Health Research Center, serving the states of Washington, Wyoming, Alaska, Montana and Idaho (WWAMI). Hart also served as a professor at the University of Washington Department of Family Medicine and was director of the university's Center for Health Workforce Studies. Dr. Hart has published widely on rural health care, health workforce (e.g., nurses, physicians, oral health care professionals, and others), clinical practice variation, geographic definition methodology, and perinatal care issues. In 1995, Dr. Hart was awarded the National Rural Health Association's Distinguished Researcher award. In addition, he is the co-creator of the now widely used Rural-Urban Commuting Areas (RUCAs) that determine rurality, and are used as an important basis for determining eligibility for funding through a number of federal health programs. He was most recently appointed to serve on the board of the Arizona Rural Health Association.

Paul F. Hogan is a senior vice president and economist at the Lewin Group. He has more than 20 years of experience in applying microeconomics, econometrics, cost/benefit analyses, statistics, and operations research methods to problems of health economics, labor supply, compensation, training, performance and cost measurement, and personnel economics.

Mr. Hogan has conducted a number of workforce studies of the health professions. Recently, he completed a workforce study for the American College of Rheumatology, published in *Arthritis and Rheumatism*, and has completed a workforce study for the American College of Cardiologists. For a consortium consisting of the Endocrine Society, American Association of Clinical Endocrinologists, and the American Diabetes Association, Mr. Hogan analyzed the factors affecting the supply of and demand for endocrinologists, including trends in the incidence and prevalence of diabetes and its treatment. The results were published in the *Journal of Clinical Endocrinology and Metabolism*. Other workforce studies include the reestimation of an econometric model to project the demand for nurses; the development of a workforce model and analysis of supply and demand for psychiatrists; and a workforce study for the American College of Emergency Physicians, published in the *Annals of Emergency Medicine*.

Mr. Hogan received his undergraduate degree in economics from the University of Virginia, and did his graduate work in applied economics and finance at the W.E. Simon School of Management of the University of Rochester. He is author of numerous papers appearing in journals such as the *Health Affairs*, *Southern Economic Journal*, *Medical Care*, *Compensation and Benefits*, the *Defense Management Journal*, and *National Research Council* special reports, and has lectured at John's Hopkins University, George Mason University, the Naval Postgraduate School, and the University of Rochester.

Danny Hughes, Ph.D., is a senior researcher at the American College of Radiology (ACR) where he examines the economics of diagnostic imaging. His current research focuses on the role of technology and innovation in diagnostic service delivery and the effects of financial self-interest on the economic outcomes of patients. Prior to joining ACR, Dr. Hughes served as an assistant professor of Economics and Finance at the University of South Alabama and as a Research Fellow in LMI Government Consulting's Technology Assessment and Resource Analysis Group. Dr. Hughes is currently a special member of the graduate faculty in the University of Maryland-College Park's Department of Civil and Environmental Engineering. Dr. Hughes received his Ph.D. degree in economics from the University of Georgia and earned a bachelor's degree in economics from the Georgia Institute of Technology.

Ethan Alexander Jewett, M.A., is senior health policy analyst at the American Academy of Pediatrics.

Mark A. Kelley, M.D., is executive vice president for Henry Ford Health System and chief executive officer of the Henry Ford Medical Group.

In his role, Dr. Kelley leads the 1,200 physicians of Henry Ford Medical Group, one of the nation's largest group practices. The medical group trains more than 700 students and residents each year and conducts more than \$55 million in biomedical research.

Dr. Kelley serves as a member of the Senior Leadership Team for Henry Ford Health System and participates in development of the strategic direction for the organization. In addition, he helps facilitate relationships between Henry Ford Health System and the more than 1,800 private practice physicians throughout metro Detroit who provide care at Henry Ford facilities.

Dr. Kelley received both his undergraduate and medical degrees from Harvard University and received his training in internal medicine and pulmonary diseases at the University of Pennsylvania.

Before joining Henry Ford, Dr. Kelley was professor of medicine at the University of Pennsylvania School of Medicine where he served in a variety of leadership roles. He was vice chairman of the department of medicine, and chief of medicine and associate chief of staff at the Philadelphia Veterans Affairs Medical Center. He also served as vice dean for clinical affairs at Penn and was responsible for the physician and hospital network development and for the coordination of clinical practice integration across the University of Pennsylvania Health System.

Among his other professional activities, Dr. Kelley has served as chair of the American Board of Internal Medicine (ABIM) and the ABIM Foundation. He has been a director of the Accreditation Council for Graduate Medical Education and the American Board of Medical Specialties.

He has chaired COMPACCS, the national manpower study on pulmonary and critical care and FOCCUS, a committee commissioned by the professional societies in critical care to address challenges in critical care delivery.

Currently, Dr. Kelley serves on the Council on Graduate Medical Education (COGME), which advises Congress on issues related to the national physician workforce. He is a member of the Group Practice Advisory Committee of the American Medical Association and is its immediate past chair. Dr. Kelley is also a board member of the American Medical Group Association (AMGA).

A practicing pulmonary physician listed in “Best Doctors in America,” Dr. Kelley is a fellow of both the American College of Physicians and the American College of Chest Physicians. He maintains active teaching roles at the Wayne State School of Medicine, the Ross School of Business at the University of Michigan, and the Leonard Davis Institute of Health Care Economics of the University of Pennsylvania

Alexa Boer Kimball, M.D., M.P.H., is an associate professor at Harvard Medical School and vice chair of the department of dermatology at Massachusetts General Hospital in Boston. She is also the director of the Clinical Unit for Research Trials in Skin, based at both Massachusetts General and Brigham and Women’s Hospitals.

Dr. Kimball received her medical degree from the Yale University School of Medicine after obtaining bachelor’s degrees in molecular biology and public and international affairs from Princeton University. She completed her residency in dermatology at the Stanford University

Medical Center and a clinical research fellowship in dermatology at the National Institutes of Health in Bethesda, Maryland, as she concurrently obtained an M.P.H. degree from the Johns Hopkins School of Public Health.

Dr. Kimball is widely recognized for her work on psoriasis, physician workforce economics, and outcomes research with articles published in journals such as the *Archives of Dermatology*, *Arthritis and Rheumatism*, the *British Journal of Dermatology*, and the *Journal of the American Academy of Dermatology*. Dr. Kimball was previously associate editor for the “Clinical Trials and Therapeutics” section of the *Journal of the American Academy of Dermatology* and a medical editor for the “Dermatology” section of *eMedicine*. She is also the author of the book *101 Questions and Answers about Psoriasis*, which has been translated into Spanish and Korean.

Molly K. King is responsible for developing, enhancing, and expanding regional educational partnerships for MedStar Health to support operations-based workforce planning for MedStar hospitals, diversified entities and support services across Maryland and Washington, DC. King also supports the design and implementation of MedStar’s system-wide Graduate Medical Education retention program through the Office of Medical Affairs.

Ms. King joined the health system in 2007 as the administrative resident at the corporate office of MedStar Health where she held leading roles in several system-wide initiatives in support of the strategic plan, focusing on quality of care, expense reduction, community outreach and medical affairs. Previously in 2006, Ms. King implemented system-level process improvements to enhance revenue and developed strategic proposals to capture additional market share for Riverside Health System in Newport News, Va. She also held multiple positions in the ambulatory services sector from 2001 to 2005 with Carolinas Physicians Network, part of Carolinas HealthCare System, based in Charlotte, N.C.

Ms. King received a master’s degree in health care administration and a bachelor’s degree in business administration from the University of North Carolina at Chapel Hill. She has contributed as an author of a book on governance for health care providers and participates on the program committee of the board of directors for the Baltimore Alliance for Careers in Healthcare. She is a member of the American College of Healthcare Executives and actively volunteers to personally mentor students of the UNC Gillings School of Global Public Health. In 2008, Ms. King received a MarCom Platinum Award for her leadership of MedStar’s TobaccoFree Campaign as well as a MarCom Gold Award for her work on the MedStar Patient Experience Communications Campaign.

Darrell G. Kirch, M.D. is president and CEO of the Association of American Medical Colleges (AAMC), which represents the nation's medical schools, teaching hospitals, and academic societies. A member of the Institute of Medicine of the National Academies, Dr. Kirch is a distinguished physician, educator, and medical researcher.

Prior to becoming AAMC president in 2006, Dr. Kirch served for six years as senior vice president for health affairs, dean of the college of medicine, and CEO of the Milton S. Hershey Medical Center at The Pennsylvania State University. Before joining Penn State, Dr. Kirch served as dean and senior vice president for clinical activities at the Medical College of Georgia

from 1994 to 2000. In addition to these leadership roles, he also co-chaired the Liaison Committee on Medical Education, the accrediting body for U.S. medical schools, and he now serves as a member-at-large of the National Board of Medical Examiners and on the board of directors of Research!America.

A psychiatrist and clinical neuroscientist by training, Dr. Kirch began his career at the National Institute of Mental Health, becoming the acting scientific director of the institute in 1993 and receiving the Outstanding Service Medal of the United States Public Health Service. A native of Denver, he earned his B.A. and M.D. degrees from the University of Colorado, which in 2002 recognized him with its Silver and Gold Alumni Award.

Gretchen Kolsky, M.P.H. C.H.E.S., is a senior research associate at the George Washington University School of Public Health and Health Services. She currently works on the Medical Education Futures Study, which focuses on the social mission of medical education and considers strategies to address chronic imbalances in areas such as minority enrollment, geographic distribution, and specialty emphasis in U.S. medical education. Her responsibilities include writing policy briefs, managing the study's Web site and newsletter, and conducting research related to physician workforce and medical education improvement.

Ms. Kolsky's previous experience has focused on a number of public health issues, including health concerns related to children in the public child welfare system, federal and state Medicaid policy and programs, and state substance abuse systems research and policy. She is interested in studying health practices and disparities with the goal of supporting effective health and social welfare policy.

Ms. Kolsky received her M.P.H. degree with honors from George Washington University with a concentration in maternal and child health, her bachelor's degree from Wesleyan University, and completed the Health Careers Program at Harvard University.

William (Bill) Leinweber was named executive vice president and CEO of the American Academy of Physician Assistants (AAPA) on December 15, 2007. Based in Alexandria, Va., the AAPA is the voice for more than 70,000 physician assistants in clinical practice throughout the nation. Physician assistants are licensed health care professionals who practice medicine as members of a team with their supervising physicians. They deliver a broad range of medical and surgical services to diverse populations in rural and urban settings. As part of their comprehensive responsibilities, physician assistants conduct physical exams, diagnose and treat illnesses, order and interpret tests, counsel on preventive health care, assist in surgery, and prescribe medications. The AAPA has an annual operating budget of approximately \$18 million and a professional staff of 89.

Prior to joining AAPA, Mr. Leinweber was executive vice president of Research!America, a national not-for-profit alliance based in Alexandria, Va., dedicated to making medical and health research a much higher national priority. Research!America is comprised of more than 500 member organizations representing academic and independent research institutes, private industry, professional societies, voluntary health associations and philanthropies. As executive

vice president, Mr. Leinweber was responsible for the strategic oversight of the organization's communications, development, policy, advocacy, and educational program activities.

Mr. Leinweber's career has included more than 20 years in senior positions advocating for the advancement of medical and health research and public health. During his 12 years with the American Heart Association (AHA), he served as executive director of the Ohio affiliate and as a senior management consultant and youth market team director for the AHA's National Center in Dallas. Following his tenure with the American Heart Association, he served as founding director of development for the Campaign for Tobacco-Free Kids in Washington, D.C. The campaign is the nation's largest private initiative ever launched to reduce youth tobacco consumption and addiction.

Mr. Leinweber received his M.B.A. with honors from the Ohio State University and his undergraduate degree with high honors from Marshall University.

Alethea Long-Green is a program area director at the National Academy of Public Administration, where for the past three years she has led the academy's human capital practice, which includes innovative and results-oriented work for public and private sector clients. In this capacity, she leads the National Academy's work for organizations such as the Federal Aviation Administration, the Department of Homeland Security (Transition), the Department of Energy, Veterans Administration, Centers for Disease Control, and the University of California. She regularly speaks to international visitors to the Academy, as well as represents the Academy through congressional briefings on key studies and public forums such as the Excellence in Government Forum and the American Society of Public Administration. Previous positions held include Department of Commerce, director of strategic human capital planning and management; U.S. Patent and Trademark Office, director of human resources; Chief of Workforce Effectiveness Division; president, Strategic Technical Resources, Inc.; vice president, Tech International, Inc.; and a DOD consultant.

Ms. Long-Green is also an adjunct professor in the school of public and international affairs at George Mason University. Additionally, she was vice president of the Southern Prince George's County Communities Charities, Inc.; a member of the Society for Human Resources Management; and a former member of the Presidential Taskforce on Preparing American Youth for 21st Century College and Careers; an advisory board member of the Prince George's County Academy of Finance Advisory Board; an officer on the Union Bethel FOCUS InterGenerational Center board of directors; and an officer in EPS, Inc., a family-owned business.

Ms. Long-Green has received numerous awards and recognition during her tenure in federal service, including presidential recognition for leading the Department of Commerce effort to achieve green for Strategic Management of Human Capital, the Gold Medal, the Bronze Award, the IPMA All-Star team, and performance and financial recognition. She facilitated the Academy's seminal research and paper on the multisector workforce and published the findings. Ms. Long-Green holds an undergraduate degree from the University of Maryland and a master's degree in public administration, awarded with distinction, from American University.

Katherine Lupton, M.D., is a clinical fellow at the University of California, San Francisco.

J. Lloyd Michener, M.D., is professor and chairman of the department of community and family medicine, and director of the Duke Center for Community Research. Dr. Michener is also president of the Association for Prevention Teaching & Research, past chair of the Council of Academic Societies, a member of the board of directors of the Association of American Medical Colleges, and a member of the board of the Association of Departments of Family Medicine. In addition, Dr. Michener serves as co-chair of the NIH's Community Engagement Steering Committee for the CTSA awards; a member of the CDC Foundation Working Group on Public Health and Medical Education; the National Institutes of Health Fogarty/Ellison Fellowship Program Selection Committee; and director of the Duke/CDC program in primary care and public health of the American Austrian Foundation - Open Medical Institute.

Dr. Michener has a long standing interest in community health, prevention, informatics, and training of faculty. As chair of the department, he leads the family medicine, preventive/occupational medicine, community health, informatics, and physician assistant and physical therapy programs. In addition, with the award of the NIH-funded Clinical and Translational Award to Duke in 2006, he directs a new Center in Community Research that spans the health system. He also coordinates the institutional chronic disease programs, and oversees the master's program in clinical leadership, a joint program of the schools of medicine, nursing, business, law, and the Institute of Public Policy. Finally, within North Carolina, Dr. Michener has managed the statewide networks of chronic disease prevention programs of the Kate B. Reynolds Charitable Trust and the NC Health and Wellness Trust Fund.

Jean Moore has served as director of the Center for Health Workforce Studies at the SUNY Albany School of Public Health since 2003. Prior to that, she was deputy director of the center for three years and worked as principal project staff for studies focused on the supply, demand, use, and education of the health workforce, including physicians and registered nurses.

Before joining the center nine years ago, Ms. Moore spent more than 15 years at the New York State Department of Health where she was responsible for health workforce policy development and programs.

Ms. Moore is currently enrolled in the Doctor of Public Health Program at the University at Albany School of Public Health. She holds two master's degrees from Russell Sage College: one in nursing education and one in psychiatric nursing as a clinical specialty. She received her bachelor's degree in nursing from the State University of New York College at Plattsburgh.

Fitzhugh Mullan, M.D., is the Murdock Head Professor of Medicine and Health Policy at the George Washington University School of Public Health and a professor of pediatrics at the George Washington University School of Medicine. Dr. Mullan graduated from Harvard University and from the University of Chicago Medical School and is board certified in pediatrics. He served 23 years in the United States Public Health Service (PHS) starting as a physician in the National Health Service Corps and later as director of the program. He subsequently worked at the NIH, served on the staff of Surgeon General C. Everett Koop, directed the Bureau of Health Professions, and attained the rank of assistant surgeon general. During his PHS tenure he also served as secretary of health and environment for the state of New

Mexico, as a member of the Council on Graduate Medical Education, and on the President's Task Force on Health Care Reform.

Since 1998, Dr. Mullan has been on faculty at George Washington University. His research focuses on health workforce policy in the United States and globally. He has written widely for both professional and general audiences on medical and health policy topics. He is a contributing editor to the policy journal *Health Affairs* and the editor of that journal's "Narrative Matters" section. His books include *White Coat Clenched Fist: the Political Education of an American Physician*, *Vital Signs: A Young Doctor's Struggle with Cancer*, *Plagues and Politics: The Story of the United States Public Health Service*, *Big Doctoring in America: Profiles in Primary Care*. He is senior editor of the Institute of Medicine 2005 report, *Healers Abroad: Americans Responding to Human Resource Crisis in the HIV/AIDS* and *Narrative Matters: the Power of the Personal Essay in Health*.

Dr. Mullan is the founding president of the National Coalition for Cancer Survivorship. He serves as vice chair of the board of trustees of the National Health Museum and is a member of the Institute of Medicine of the National Academy of Sciences.

Lois Margaret Nora, M.D., J.D., M.B.A., is president of the Northeastern Ohio Universities Colleges of Medicine and Pharmacy and dean of the college of medicine. The institution is a community-based state medical school that has built a reputation of preparing physicians who are as skilled in caring for and communicating with their patients as they are competent in the science of medicine.

Dr. Nora is a neurologist with subspecialty certification in electrodiagnostic medicine and fellowship training in clinical medical ethics. She is a fellow of the American Academy of Neurology and the American Association of Neuromuscular and Electrodiagnostic Medicine and served as the latter organization's president. Dr. Nora's scholarly work is focused on issues where law and medicine intersect in medical education.

Dr. Nora received her medical degree from Rush Medical College, a law degree from the University of Chicago, and an M.B.A. from the University of Kentucky Gatton College of Business and Economics. She is the recipient of multiple honors, including the Kellogg National Leadership Program, Group 10; an American Council on Education Fellowship; the American Association of University Women Research Scholar-in-Residence award; and the American Medical Women's Association President's Recognition award.

Mark E. Miller, Ph.D., is executive director of the Medicare Payment Advisory Commission. (MedPAC) is a nonpartisan federal agency that advises the U.S. Congress on Medicare payment, quality, and access issues. Dr. Miller has more than 19 years of health policy experience and has held several policy, research, and management positions in health care. He earned a Ph.D. degree in public policy analysis from the State University of New York at Binghamton.

John J. Norcini, Ph.D., is FAIMER's first president and CEO. He has been instrumental in identifying the foundation's areas of thematic focus and he played a key role in the adoption of a strategic plan and selection of regional emphases. He has also reorganized FAIMER and made a

number of key staff appointments to ensure academic and educational support as its activities continue to develop. the foundation's mission is to improve international medical education. FAIMER has three areas of focus: 1) data resources, including a directory of recognized medical schools around the world; 2) research on international medical education and physician migration; and 3) fellowship programs in medical education and leadership, designed for faculty from medical schools in developing countries.

Dr. Norcini's principal academic interest is in the area of the assessment of physician performance. In addition to his operational knowledge of testing in the context of specialty certification and recertification, he has published extensively and lectured and taught in more than 20 countries. Topics of publication include written examinations, computer-based testing, work-based assessment, simulation, maintenance of competence, equating, standard-setting, and professionalism.

In addition to assessment, Dr. Norcini has also done work on physician migration and the impact of international medical graduates (IMGs) on the U.S. health care system. Topics include the predictors of the performance of IMGs on certifying examination, the curriculum of schools producing the most U.S. citizen IMGs, and certification among graduates of the Caribbean medical schools.

Marcella Nunez-Smith, M.D., M.H.S., is an assistant director of the Robert Wood Johnson Clinical Scholars Program (CSP) and on faculty in the Section of General Internal Medicine at Yale. Dr. Nunez-Smith graduated from Jefferson Medical College, completed residency training at Brigham and Women's Hospital, and fellowship at the Yale CSP. She is a health services researcher and conducts research on healthcare workforce diversity and healthcare discrimination. Dr. Nunez-Smith is the principal investigator on several foundation-supported project grants and has published original research in the *Annals of Internal Medicine* and the *Journal of General Internal Medicine*. She works closely with several national organizations, including the American Medical Association, the National Medical Association, and the American Association of Medical Colleges (AAMC). She is the 2008 recipient of the AAMC Herbert W. Nickens Faculty Fellowship.

Amy Opalek joined FAIMER as a data resource specialist in March 2007. In this role, Ms. Opalek applies her extensive experience with ECFMG and FAIMER data structures to identify important internal information sources and, where existing information is incomplete or inadequate, to plan and implement future data collection activities. Through her experience with database design and analysis, she not only provides much needed technical support for FAIMER research studies, but also manages the integration and standardization of all FAIMER data resources.

Ms. Opalek holds a bachelor's degree in psychology with a minor in Asian studies from Drew University. She is currently pursuing a M.S. degree in library and information science at Drexel University.

Susan J. Pasquale, Ph.D., is director of the Division of Curriculum and Faculty Development in the Offices of Medical Education and Faculty Administration, and assistant professor of Family

medicine and community health at the University of Massachusetts Medical School. Prior to joining the university, she was a lecturer on medical education at Harvard Medical School, and a tenured associate professor in higher education.

Dr. Pasquale has 29 years of experience in higher education, including medical education, in both public and private sectors. As a medical educator specializing in faculty and curriculum development, she has spearheaded numerous face-to-face and online educational initiatives from the institutional to international level – on the undergraduate, graduate and continuing education level. She is significantly involved medical simulation, and has led curriculum and faculty development initiatives that advance the teaching and learning with technology and blended learning, and students and residents as educators, and led the design and development of a medical educator fellowship. She regularly consults with faculty and institutions, and presents her work nationally and internationally.

Dr. Pasquale serves on the board of directors of the International Association of Medical Science Educators (IAMSE); and the Board of Advisors of the College of Arts and Sciences – Division of Sciences, University of Massachusetts-Lowell, where she has established an endowed faculty award for the advancement of teaching and learning in the sciences. She is Program Chair for the 2010 Annual Meeting of the International Association of Medical Science Educators (IAMSE), Chair of the IAMSE professional development committee, a member of the Professional Development and Program Committee of the Association of American Medical Colleges Group on Faculty Affairs, and is actively involved with various other faculty development and medical education associations and committees. She was founding president and director of the New England Faculty Development Consortium, Inc.; and chaired the UMass-Lowell Alumni Council from 2002 to 2006.

Stephen Petterson, Ph.D., is a senior health policy researcher at the American Academy of Family Physicians.

Eugene C. Rich, M.D., F.A.C.P., received his medical degree from Washington University in St. Louis, Mo., in 1977 and completed residency and fellowship in general internal medicine at the University of Minnesota. Dr. Rich served as faculty member at the University of Minnesota School of Medicine and School of Public Health, then chief of the division of general internal medicine and geriatrics at the University of Kentucky College of Medicine. From 1996 through 2006, he served as chair of Creighton's Department of Medicine.

Throughout his career, Dr. Rich has been active in research, academic administration, and public policy concerning medical education and health care. His research explores the influence of the practice environment on health professional decision making with a particular focus on practice variation in general medical care. He is the author of over 100 publications in this area. Dr. Rich has been a frequent consultant to federal agencies, foundations, and managed care organizations. His recent national leadership roles include presidency of the Society of General Internal Medicine.

He has a longstanding interest in national health care policy, has served on a variety of relevant national committees and work groups, and has published on health care policy issues of interest

to Academic Health Centers. As a 2007 Robert Wood Johnson Health Policy Fellow, Dr. Rich served with the Health subcommittee staff of the House Committee on Ways and Means. Among his accomplishments on the Hill, Dr. Rich staffed the Ways and Means Committee work on legislation to expand federal initiatives in comparative effectiveness research. In 2008 Dr. Rich continued on assignment to the NIH, serving as senior advisor for program outreach and coordination to NCCR as well as working with the NIH director's Office of Science Policy Analysis on effectiveness research policy options, among other issues. In 2009 he is a Scholar in Residence at the AAMC, where he focuses on issues related to comparative effectiveness research, as well as on clinical and translational science

Thomas C. Ricketts, III, Ph.D., M.P.H., is professor of health policy and management and social medicine at the University of North Carolina Gillings School of Global Public Health and the UNC School of Medicine. In 2008 he was named Gillings Visiting Professor at the Ecole des Hautes Études en Santé Publique in Paris and Rennes, France. He is co-director of the American College of Surgeons Institute for Health Policy Research.

His work with the ACS focuses on the future supply of surgeons and access to surgical care. Dr. Ricketts works actively in health workforce policymaking and research and has developed national and state policies to influence the distribution of health care practitioners including the development of a new approach to designating primary care and dental health professional shortage and medically underserved areas. Since 2001 he has chaired the Scientific Advisory Committee for the United Health Foundation's America's Health Rankings™. In 2008 he was appointed to the Secretary of Veterans' Affairs Rural Advisory Committee.

He previously served on the Secretary's National Advisory Committee on Rural Health and Human Services (US DHHS). In 1997, Dr. Ricketts received the Distinguished Rural Health Researcher award from the National Rural Health Association, and in 1998, the Cecil G. Sheps Distinguished Investigator award from the University of North Carolina at Chapel Hill. He is a member of the North Carolina Institute of Medicine and serves as an advisor to national and state health policy organizations. Dr. Ricketts is Editor of the *North Carolina Medical Journal* having previously served as Editor of the *Journal of Rural Health* from 1990 until 1996. Dr. Ricketts has authored many scientific articles, book chapters, and monographs and is the editor of a standard text on rural health, *Rural Health in the United States*.

He holds three degrees from the University of North Carolina at Chapel Hill where he was a Morehead Scholar.

Russell G. Robertson, M.D., is professor and chair of the department of family and community medicine at Northwestern University Feinberg School of Medicine. He joined the Feinberg School's leadership in October 2005. He holds a bachelor's degree in elementary education from Michigan State University and an M.D. degree from Wayne State University. He completed his family medicine residency in Grand Rapids, Mich., before joining the Medical College of Wisconsin (MCW) in Milwaukee. He was recruited from MCW, where he had served as interim chair of the Department of Family and Community Medicine and most recently as the associate dean for faculty affairs. He began his professional career as an elementary and junior high school teacher in suburban Detroit.

Dr. Robertson was one of 17 physicians nationwide appointed to the Council on Graduate Medical Education by the U.S. Secretary of Health and Human Services in 2003. Now chair of the council since 2008, Dr. Robertson and his fellow members advise Congress and the Department of Health and Human Services on issues related to physician supply and distribution. In this capacity, he has been invited to serve on a number of national and international workforce bodies.

Dr. Robertson's interest in medical education has evolved to an international level. He is the associate director for global education for Northwestern's Center for Global Health. He also serves as president of the board of Hillside Healthcare International, which supports a clinic in Punta Gorda, Belize, Central America.

Dr. Robertson also holds a certificate of added qualification in geriatrics.

Paul H. Rockey, M.D., M.P.H., directs the Division of Graduate Medical Education at the American Medical Association (AMA). He provides leadership and liaison for the AMA in GME issues and supervises collection and dissemination of information about the more than 8,000 U.S. residency programs.

Dr. Rockey earned an M.D. degree from the University of Chicago in 1970, then completed internal medicine training, was a Robert Wood Johnson Clinical Scholar and earned an M.P.H. degree, all at the University of Washington. In Seattle, he initiated the primary care internal medicine residency training program, was chief executive officer of a multispecialty group practice, and an assistant dean and associate professor at the University of Washington. Before joining AMA staff in 2003, he was associate dean for clinical affairs at Southern Illinois University School of Medicine.

Charles Roehrig, Ph.D., M.A., is an Altarum vice-president with a Ph.D. in economics and a master's degree in statistics from the University of Michigan. Dr. Roehrig has more than 30 years of experience in leading, managing, and conducting health sector modeling and analysis work. He is the architect of the Altarum Health Sector Model (AHSM), which forecasts health care expenditures at state and national levels under alternative assumptions about insurance coverage, underlying needs, access to care, and prices paid for care. He has recently published time series estimates of national health expenditures by medical condition and the share of these expenditures going to prevention. This work is now being extended to an examination of the components of health expenditure increases over the past decade.

Dr. Roehrig has worked for many years in health workforce supply and requirements forecasting and analysis for a variety of federal, state, and commercial clients. He is currently supporting the Council on Graduate Medical Education in a study of policy options for increasing the number of new physicians training in primary care.

In addition to this applied work, Dr. Roehrig has published in the area of theoretical econometrics in leading academic journals such as *Econometrica* and the *Journal of Econometrics*.

Edward S. Salsberg is director of the Center for Workforce Studies and a senior director at the Association of American Medical Colleges (AAMC) in Washington DC. The AAMC center was established in early 2004 to conduct and promote studies to inform the medical education community, policy makers and the public as to the nation's current and future physician workforce needs. The center is a national leader in the field of physician workforce data and studies. Mr. Salsberg is also on the faculty at the George Washington University School of Public Health and Health Services.

Prior to joining AAMC, Mr. Salsberg was executive director of the Center for Health Workforce Studies, which he established in 1996 at the school of public health at the University at Albany of the State University of New York (SUNY). From 1984 until 1996, Mr. Salsberg was a bureau director at the New York State Department of Health.

Mr. Salsberg is a frequent speaker across the country on issues related to the physician workforce; he has authored and coauthored numerous reports and papers on the health workforce. He has been a member of the U.S. delegation to the International Medical Workforce Collaborative since 1999 and was chair from 2003 to 2006. Mr. Salsberg was on the steering committee of the National Academy for State Health Policy from 1995 until 2004 and was a member of the American Hospital Association's Commission on Workforce for Hospitals and Health Systems in 2001-2002. Mr. Salsberg received his master's degree in public administration from the Wagner School at New York University.

Richard M. Scheffler is Distinguished Professor of Health Economics and Public Policy at the University of California, Berkeley, and holds the Chair in Healthcare Markets & Consumer Welfare endowed by the Office of the Attorney General for the state of California. He is director of the Global Center for Health Economics and Policy Research as well as director of the Nicholas C. Petris Center on Health Care Markets and Consumer Welfare. He has been a Rockefeller and a Fulbright Scholar, and served as president of the International Health Economists Association 4th Congress. He has been a scholar in residence at the Institute of Medicine and the World Bank. He also served as an advisor to the World Health Organization in the area of human resources. He has published more than 150 papers and edited and written six books, including his most recent book, *Is There a Doctor in the House? Market Signals and Tomorrow's Supply of Doctors*, published by Stanford University Press, September 2008.

Scott A. Shipman, M.D., M.P.H., is an assistant professor of pediatrics and of community and family medicine at Dartmouth Medical School, where he conducts research within the Center for Health Policy Research at the Dartmouth Institute for Health Policy and Clinical Practice. Dr. Shipman's research targets access to care and quality of care for children, with a particular focus on how the U.S. health care system affects health outcomes for children. A practicing general pediatrician, Dr. Shipman also teaches Dartmouth residents and medical students, and directs the M.P.H. thesis program at Dartmouth. He receives support for his current research from the Robert Wood Johnson Generalist Faculty Physician Scholars Program, the Health Resources and Services Administration, the Centers for Disease Control, and the American Cancer Society.

Dr. Shipman serves on the American Academy of Pediatrics (AAP) Committee on Pediatric Workforce, the Executive Committee of the AAP Section on Young Physicians, and serves on the Accreditation Review Commission on Education for Physician Assistants. He is a member of the editorial board of the journal *Contemporary Pediatrics*.

Carol J. Simon, Ph.D., M.S., is a vice president at the Lewin Group. Her work focuses on the impact of policy and economic factors on health care delivery and quality of care with particular emphasis on alignment of financial and quality incentives in hospitals and physician organizations. She has published over 40 articles on these topics.

Dr. Simon has most recently directed major economic analyses for the federal government and large foundations that focus on measuring efficiency and quality in health care, evaluating interventions that influence care delivery, and rationalizing regulation and payment policy. She is the principal investigator of a large primary care physician study funded by AHRQ, Commonwealth Fund, and the California Endowment, which addresses changes in physician practice behavior and economic and environmental factors behind variations in care and practice patterns.

Dr. Simon holds a Ph.D. degree in economics and industrial organization from the University of Chicago, Graduate School of Business, and a M.S. degree in finance from Massachusetts Institute of Technology.

Henry M. Sondheimer, M.D., is senior director for student affairs and student programs at the Association of American Medical Colleges (AAMC). In this position, he manages the staff of the association that deal with the associate deans for student affairs, admissions, financial aid, and student records as well as the AAMC staff responsible for student financial services, Careers in Medicine, and the Organization of Student Representatives (OSR). In addition, he is the executive secretary of the Group on Student Affairs (GSA) with some 1,500 medical school faculty members belonging to the GSA.

Dr. Sondheimer graduated from the College of Physicians and Surgeons of Columbia University and did his postgraduate training at the University of Colorado (pediatrics) and the Hospital for Sick Children, Toronto (pediatric cardiology). He was on the faculty of Upstate Medical Center from 1976 to 1985 and then returned to the University of Colorado School of Medicine from 1985 to 2007. Dr. Sondheimer's research over the past 15 years has focused on the prevention of respiratory syncytial virus in infants with congenital heart disease. Most recently, he was associate dean for admissions at Colorado as well as clinical director of pediatric cardiology at the Children's Hospital, Denver. Dr. Sondheimer has been a 30-year member of the American Heart Association (AHA) and he has held a variety of leadership position in the AHA including being on the AHA National Board from 1995 to 2000.

Since coming to the AAMC in January 2008, Dr. Sondheimer has begun work on the Admissions Project Team, the Medical School Missions Management Tool, and a joint AAMC-NRMP collaborative on the scramble. He is also a staff member of the Holistic Review Project, and he has joined several AAMC advisory committees including the MCAT Review, the Workforce Advisory Group, and the Graduation Questionnaire Advisory Group. Dr. Sondheimer

sees the AAMC as the ideal venue to attempt to deal with the most important issues currently facing American medicine at this time: the lack of diversity in the physician workforce, the unprecedented rise in medical student debt, and the current failure of U.S. medical school graduates to choose primary care careers.

Scott A. Shipman, M.D., M.P.H., is an assistant professor of pediatrics and of community and family medicine at Dartmouth Medical School, where he conducts research within the Center for Health Policy Research at the Dartmouth Institute for Health Policy and Clinical Practice. Dr. Shipman's research targets access to care and quality of care for children, with a particular focus on how the U.S. health care system affects health outcomes for children. A practicing general pediatrician, Dr. Shipman also teaches Dartmouth residents and medical students, and directs the M.P.H. thesis program at Dartmouth. He receives support for his current research from the Robert Wood Johnson Generalist Faculty Physician Scholars Program, the Health Resources and Services Administration, the Centers for Disease Control, and the American Cancer Society.

Dr. Shipman serves on the American Academy of Pediatrics (AAP) Committee on Pediatric Workforce, the Executive Committee of the AAP Section on Young Physicians, and serves on the Accreditation Review Commission on Education for Physician Assistants. He is a member of the editorial board of the journal *Contemporary Pediatrics*.

Ann Steinecke, Ph.D., is a senior program specialist in Diversity Policy and Programs at the Association of American Medical Colleges (AAMC). Ann's four key responsibilities are: leading publication efforts to make the case for diversity in medical education programs, building a strategy for addressing health care disparities that is informed by the work of AAMC constituents and stakeholders in the academic medicine enterprise, supporting constituents' efforts in cultural competency training for health professionals, and implementing the goals and objectives related to the diversity priority expressed in AAMC's *Strategic Thinking and Positioning* plan. She is also the co-chair of the *Analysis in Brief* editorial board at the AAMC. Previously, Ann was the Deputy Editor at *Academic Medicine*, the AAMC's scholarly journal, where she was responsible for the research section. Ann received her B.A. at Mount Holyoke College, her M.A. in creative writing from NYU, and her Ph.D. in American Literature from the University of Maryland, College Park.

Ronald W. Swinfard, M.D., was named chief medical officer of the Lehigh Valley Hospital and Health Network (LVHNN) in October 2003. In this role, he is the senior administrative physician with overall responsibility for clinical program development, quality and patient safety, and the employed physicians, LVPG. Dr. Swinfard came to LVHNN from the University of Missouri, Columbia, where he was chair of its department of dermatology as well as section chief, dermatology, for the Harry S. Truman VA Medical Center. Prior to assuming these roles, Dr. Swinfard also held the positions of chair of the department of internal medicine, chief medical director, ambulatory services, University of Missouri Health System, medical director, Missouri Telemedicine Network, and medical director, network development, at the University of Missouri. Prior to these positions, Dr. Swinfard was in private practice for four-and-a-half years. He served as an officer in the U.S. Army in Vietnam and taught high school prior to entering medical school.

Dr. Swinfard holds a Doctor of Medicine degree from the University of Missouri, Columbia, and is board certified in dermatology. He trained in internal medicine at the University of Virginia and subsequently completed a dermatology residency at the University of Missouri, Columbia. Dr. Swinfard received his undergraduate degree in zoology from the University of Missouri, Columbia. He is a fellow in the American College of Physicians and the American Academy of Dermatology.

Alain Vanasse, M.D., Ph.D., is a professor in the faculty of medicine at the Université de Sherbrooke. After graduating in family medicine from the University of Sherbrooke in 1979, Dr. Vanasse acquired a Ph.D. in public health at the Catholic University of Leuven (Belgium) in 2000. During 2005–2006, he studied the U.S. physicians' migration at Cecil G. Shep's Center for Health Services Research at UNC. Since 2002, he has obtained nearly \$3 million in research grants as principal investigator studying social and geographic health care inequalities related to chronic diseases, more particularly those affecting rural and underprivileged populations.

A founding member of Collaborative Research on Regional Medical Education (CRRME), Dr. Vanasse has conducted studies on the impact of delocalizing medical training programs on the family physician workforce in rural, northern, and isolated areas. He also leads, in collaboration with the Canadian College of Family Physicians, a series of studies on Canadian physicians and medical students to better understand their migration across Canada.

So far, Dr. Vanasse has supervised 17 graduate students and three postdoctoral fellows. He also has a strong list of publications, including collective works, book chapters (13), and scientific articles published in peer-reviewed journals (22). He regularly presents at national and international conferences (nearly 80 posters and presentations) and has been an invited speaker at more than 40 conferences.

Dr. Vanasse is also involved in many research groups and networks (GEOIDE : geomatics / CRRME: physician workforce / ACCORD and RQRDC : chronic pain).

Mary Wakefield, Ph.D., R.N., was named administrator of the Health Resources and Services Administration (HRSA) by President Barack Obama on February 20, 2009. HRSA is an agency of the U.S. Department of Health and Human Services.

HRSA works to fill in the health care gaps for people who live outside the economic and medical mainstream. The agency uses its \$7 billion annual budget (FY 2008) to expand access to quality health care in partnership with health care providers and health professions training programs. Dr. Wakefield joins HRSA from the University of North Dakota (UND), where she was associate dean for rural health at the school of medicine and health sciences, a tenured professor, and director of the university's Center for Rural Health.

“As a nurse, a Ph.D., and a leading rural health care advocate, Mary Wakefield brings expertise that will be instrumental in expanding and improving services for those who are currently uninsured or underserved,” President Obama said in announcing her appointment. “Under her leadership, we will be able to expand and improve the care provided at the community health

centers, which serve millions of uninsured Americans and address severe provider shortages across the country.”

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

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

In addition, Dr. Wakefield has served on the Medicare Payment Advisory Commission, as chair of the National Advisory Council for the Agency for Healthcare Research and Quality, as a member of President Clinton’s Advisory Commission on Consumer Protection and Quality in the Health Care Industry, and as a member of the National Advisory Committee to HRSA’s Office of Rural Health Policy.

At UND, Dr. Wakefield also was director of the Rural Assistance Center, a HRSA-funded source of information on rural health and social services for researchers, policymakers, program managers, project officers, and the general public. In addition, the Center for Rural Health administered a \$1.6 million award from HRSA under the Critical Access Hospital Health Information Technology Implementation program.

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

Kara Odom Walker is currently a Robert Wood Johnson Clinical Scholar at University of California, Los Angeles. She completed residency at University of California, San Francisco/San Francisco General Hospital in the department of family and community medicine. She is both a graduate of Jefferson Medical College of Thomas Jefferson University and Johns Hopkins School of Public Health, master’s of public health, with a concentration in health policy and management. In medical school, she served the Student National Medical as national president, 2003-2004, where she focused on policy and research in the pipeline of physician workforce diversity. During residency, she served the department of family and community medicine as diversity task force co-chair. Her research interests are in health care access for vulnerable populations and physician workforce diversity.

Kelley Withy, M.D., Ph.D., is professor of complementary and alternative medicine at University of Hawaii John A. Burns School of Medicine and director of the Hawaii/Pacific Basin Area Health Education Center (AHEC). She graduated from Harvard University as an

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Dr. Withy is currently developing a statewide database of supply and demand for physician services using local licensure and claims data and comparing the findings to national level data. Additional workforce efforts encompass the U.S. territories and jurisdictions in the Pacific.

Imam Xierali, Ph.D., is health geographer and research scientist at the Robert Graham Center. Previously, he was a statistical analyst at Georgia Division of Public Health, actively participating in enterprise geographic information systems (GIS) management and applying GIS and spatial statistics in public health policy research.

Dr. Xierali's research interests are in spatial disparities in health and health care, geospatial technologies for health applications, statistical modeling, and spatial statistics. He is particularly interested in combining geospatial analytical tools and statistical modeling to study the spatial relationships between health and environment, health outcomes, and primary care access and delivery.

Jay Youngclaus is a senior education analyst and conducts research, analyzes data, and crunches numbers for the FIRST Initiative, which creates financial information, resources, services, and tools to help members of the academic medicine community navigate the complexities of student debt, including applicants, students, residents, and medical school financial aid staff. In his prior AAMC position, he studied medical school finances and managed the operations of a five-person unit that fielded LCME accreditation surveys, published school-specific benchmarking data reports, and answered constituent research requests. Prior to joining the AAMC in 2005, he spent 11 years doing research, analysis, and policy work in the fields of public radio and campaign finance, including a year in the U.S. Senate. He earned an M.S. degree in political science from Massachusetts Institute of Technology. He and his wife have two young daughters and several cats.