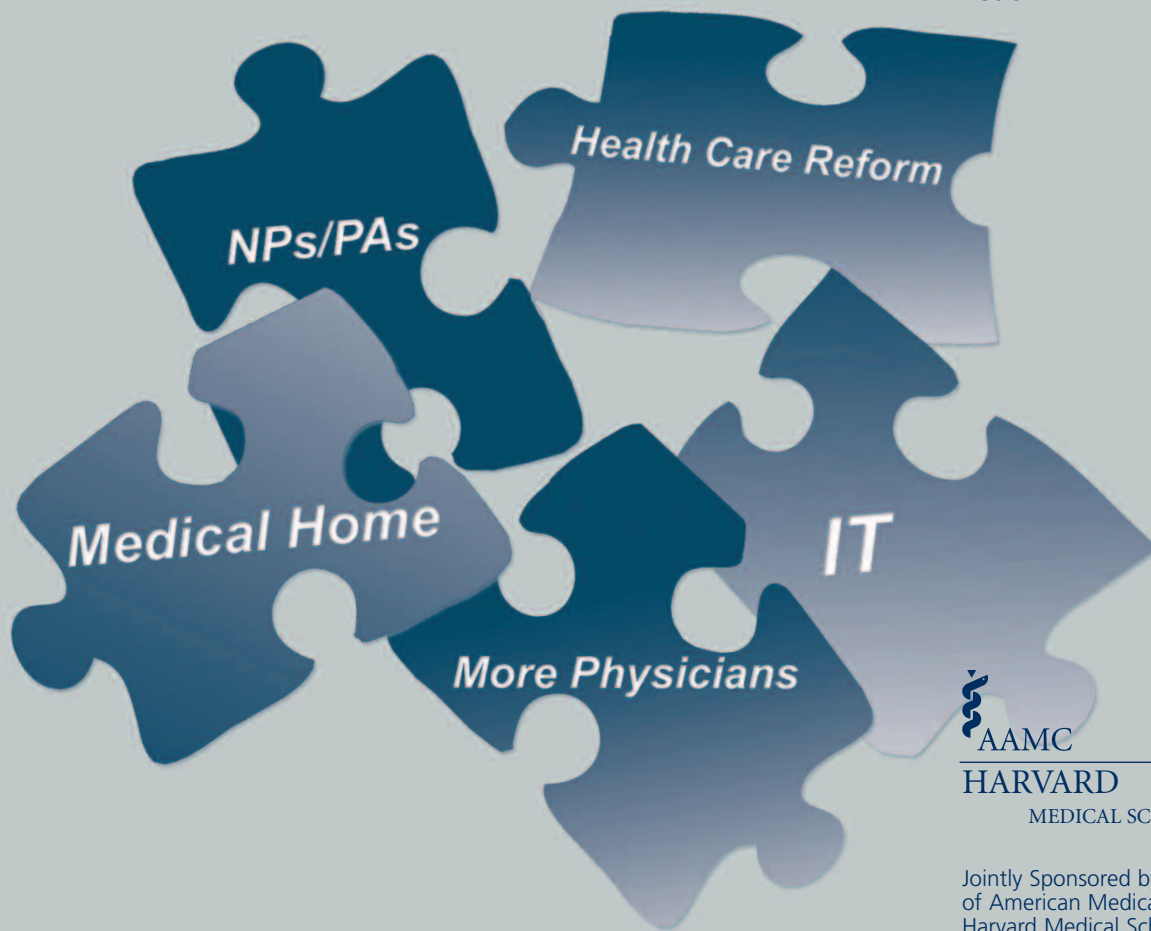


# 2008 AAMC Physician Workforce Research Conference

Finding the Best Solutions for Meeting Future Workforce Needs

**April 30–May 2, 2008**  
Crystal City, Va.

Learn  
Serve  
Lead



AAMC  
HARVARD  
MEDICAL SCHOOL



Jointly Sponsored by the Association  
of American Medical Colleges and  
Harvard Medical School, Department  
of Continuing Education



The NEW ENGLAND  
JOURNAL of MEDICINE



UNC  
THE CECIL G. SHEPS CENTER  
FOR HEALTH SERVICES RESEARCH



Tomorrow's Doctors, Tomorrow's Cures®

## **2008 Physician Workforce Research Conference: Finding the Best Solutions for Meeting Future Workforce Needs**

Jointly Sponsored by the Association of American Medical Colleges and Harvard Medical School,  
Department of Continuing Education.

Supported in part by an unrestricted educational grant from the New England Journal of Medicine  
and the University of North Carolina Cecil G. Sheps Center for Health Services Research.

Acceptance of commercial support does not imply AAMC endorsement of the organization or its  
product(s) and service(s).

April 30 – May 2, 2008  
Hyatt Regency Crystal City  
Crystal City, VA

Association of  
American Medical Colleges

# 2008 Physician Workforce Research Conference: Finding the Best Solutions for Meeting Future Workforce Needs

## Table of Contents:

---

<b>Faculty Disclosure Statement</b>	1
<b>Continual Medical Education Credits</b>	3
<b>Meeting-At-A-Glance</b>	4
<b>Agenda</b>	6
<b>Speaker Biographical Sketches</b>	20
<b>Conference Steering Committee</b>	40
<b>Hotel Floor Plan</b>	41

## Faculty Disclosure Statement

Harvard Medical School has long held the standard that its continuing medical education program be free of commercial bias.

Now, in accord with the disclosure policy of the Medical School as well as standards set forth by the Accreditation Council on Continuing Medical Education, speakers and their spouses/partners, and planners have been asked to disclose any relationship they have to companies producing pharmaceuticals, medical equipment, prosthesis, etc. that might be germane to the content of their lectures. Please note that in accordance with recent policies from the ACCME, relationships of the person involved in the CME activity must include financial relationships of a spouse or partner. In addition, speakers are asked to list any off label uses they will discuss of pharmaceuticals and devices for investigational or non-FDA approved purposes.

Such disclosure is not intended to suggest or condone bias in any presentation, but is elicited to provide registrants with information that might be of potential importance to their evaluation of a given talk.

1. The following speakers, spouses/partners, and planners have reported no relevant relationships with industry:

*Caroline S. Abrahams, MPA*

*Tom Bacon DrPH*

*Joanna M. Bates*

*John Bertko, FSA, MAAA*

*David J. Bjorkman, M.D., M.S.P.H*

*Deborah S. Briggs, BSN, MBA*

*James J. Brokaw, PhD, MPH*

*Robert G. Brooks M.D., M.B.A.*

*Sarah Bunton, PhD*

*Thomas F. Burke*

*Ahmed Calvo MD, MPH*

*James F. Cawley MPH, PA-C*

*Chau-Kuang Chen EdD*

*Jack M. Colwill, MD*

*Richard Cooper, MD*

*Malcolm Cox M.D.*

*Tim Dall*

*Mark Doescher, MD, MSPH*

*Clese Erikson*

*Lynda Farquhar, PhD*

*Rachel Fester MEd, MA*

*Gaetano J. Forte*

*Gwen Garrison*

*Donald Goldmann, MD*

*L. Gary Hart, Ph.D.*

*Esther Hing M.P.H.*

*Roderick S. Hooker PhD, PA*

*Lydia P. Howell MD*

*Paul Jolly, PhD*

*Ann S. Kenny MPH, BSN, RN*

*Alexa B. Kimball, MD, MPH*

*Jennifer King*

*Mark T. Loafman, MD, MPH*

*Alberto Manetta, MD*

*Rebecca P. McAlister, MD*

*Danette W. McKinley, Ph.D.*

*Lloyd Michener, MD*

*Jean M. Moore, MS*

*Perri A. Morgan, PhD, PA-C*

*Carl Morris*

*Keith J. Mueller, PhD*

*Fitzhugh Mullan, M.D.*

*Julie Cowan Novak, DNSc, RN,*

*MA, CPNP, FAANP*

*Marcella Nunez-Smith M.D.*

*Michael Ong, M.D. Ph.D.*

*Amy Opalek*

*Geoffrey W. Payne*

*Kathleen Quinn*

*Kristus Ratliff*

*Elizabeth R. Ransom, MD*

*Thomas C. Ricketts*

*Russell G. Robertson, MD*

*Paul H. Rockey, M.D., M.P.H.*

*Edward Salsberg*

*Scott Shipman, MD, MPH*

*Jonathan Skinner, PhD*

*Roger Strasser, MBBS*

*Paul Tang, MD*

*Bruce C. Vladeck*

*Jonathan P. Weiner, Dr.P.H.*

*Kelley M. Withy MD, PhD*

2. The following speakers, spouses and planners have reported receiving something of value\* from a company whose products may be germane to the content of their presentations:

<b>NAME</b>	<b>COMPANY</b>	<b>RELATIONSHIP</b>
<i>Melinda Abrams</i>	<i>National Committee for Quality Assurance</i>	<i>Funder</i>
	<i>ACP &amp; Urban Institute</i>	<i>Funder</i>
	<i>Various Universities</i>	<i>Funder</i>
<i>Michael Barr</i>	<i>Pfizer, Inc.</i>	<i>Grant Recipient</i>
	<i>United Health Group</i>	<i>Grant Recipient</i>
<i>Dean Q. Lin</i>	<i>Geisinger</i>	<i>Employee</i>
<i>Greg Pawlson M.D., M.P.H.</i>	<i>National Committee for Quality Assurance</i>	<i>Employee</i>
<i>Carol J. Simon, PhD, MS</i>	<i>United Health Group</i>	<i>Employee</i>
<i>David Satcher, MD, PhD, FAAFP, FACPM, FACP</i>	<i>MetLife Insurance</i>	<i>Board of Directors</i>
	<i>Johnson &amp; Johnson</i>	<i>Board of Directors</i>

\*“Something of value” refers to an equity position, receipt of royalties, consultantship, funding by a research grant, receiving honoraria for educational services elsewhere, or to any other relationship to a company that provides sufficient reason for disclosure, in keeping with the spirit of the stated policy.

## Continual Medical Education Credits

Harvard Medical School is accredited by the Accreditation Council for Continuing Medical Education (ACCME) to provide continuing medical education for physicians.

Harvard Medical School designates this educational activity for a maximum of 11.25 AMA PRA Category 1 Credit(s)<sup>TM</sup>. Physicians should only claim credit commensurate with the extent of their participation in the activity.

# Meeting-At-A-Glance

## Wednesday, April 30

---

12:00 – 5:00 pm	Registration/Information	Pillar Wall
1:00 – 5:00 pm	<b>State Data Collection Workshop</b>	Potomac 2/4
1:00 – 5:00 pm	<b>Specialty Data Collection Workshop (by invitation only)</b>	Potomac 1/3

## Thursday, May 1

---

7:00 am – 5:00 pm	Registration/Information	Pillar Wall
7:30 – 8:30 am	Continental Breakfast	Regency A Foyer
8:30 – 9:00 am	<b>Welcome</b>	Regency A/B
9:00 – 10:00 am	<b>Keynote Address</b>	Regency A/B
10:00 – 10:30 am	Break	Regency A Foyer
10:30 am – 12:30 pm	<b>Plenary Session I</b>	Regency A/B
12:30 – 1:30 pm	Networking Lunch	Independence A
1:30 – 3:00 pm	<b>Concurrent Breakout Sessions A – D</b>	Presidents Quarters
3:00 – 3:30 pm	Break	Presidents Quarters Hall
3:30 – 5:00 pm	<b>Concurrent Breakout Sessions E – H</b>	Presidents Quarters
5:00 – 6:30 pm	<b>Poster Session and Reception</b>	Independence A
6:30 pm	Dinner on your own	

## Friday, May 2

---

7:30 am – 3:30 pm	Registration/Information	Pillar Wall
8:00 – 8:30 am	Continental Breakfast	Regency A Foyer
8:30 – 10:00 am	<b>Plenary Session II</b>	Regency A/B
10:00 – 10:30 am	Break	Regency A Foyer

---

## Friday, May 2 (continued)

---

10:30 am – 12:00 pm	<b>Concurrent Breakout Sessions I – K</b>	<b>Presidents Quarters</b>
12:00 – 1:30 pm	Luncheon	<b>Independence A</b>
1:30 – 3:00 pm	<b>Plenary Session II</b>	<b>Regency A/B</b>
3:00 – 3:30 pm	<b>Closing Remarks</b>	<b>Regency A/B</b>
3:30 pm	Adjourn	

# Agenda

## Wednesday, April 30 – Pre–Conference Workshop

---

12:00 – 5:00 pm	Registration/Information	<b>Pillar Wall</b>
1:00 – 5:00 pm	<p><b>State Data Collection Workshop</b>            Separate registration fee required (\$60). Limited to 50 participants.</p> <p>This session will review current data collection activities and strategies for states and review possible minimum data sets, standard terminology and data elements for states including through the licensure and re-registration process. The session will also explore how to build and maintain quality state level workforce data and how to use other sources of data to strengthen state data bases.</p>	<b>Potomac 2/4</b>
1:00 – 5:00 pm	<p><b>Specialty Data Collection Workshop</b> (by invitation only)</p>	<b>Potomac 1/3</b>

## Thursday, May 1

---

7:00 am – 5:00 pm	Registration/Information	<b>Pillar Wall</b>
7:30 – 8:30 am	Continental Breakfast	<b>Regency A Foyer</b>
8:30 – 9:00 am	<p><b>Welcome and Opening Comments</b></p> <p>Speaker:</p> <p><b>Edward Salsberg</b>            Senior Associate Vice President            Director, Center for Workforce Studies            Association of American Medical Colleges</p>	<b>Regency A/B</b>
9:00 – 10:00 am	<p><b>Keynote Address</b></p> <p>Speaker:</p> <p>The Role of Diversity in Eliminating Disparities in Health  <b>David Satcher, MD, PhD, FAAFP, FACPM, FACP</b>            Director, Center of Excellence on Health Disparities/ Poussaint - Satcher –            Cosby Chair in Mental Health            Morehouse School of Medicine</p>	<b>Regency A/B</b>
10:00 – 10:30 am	Refreshment Break	

---

**Thursday, May 1 (continued)**

---

10:30 am – 12:30 pm **Plenary Session I****Regency A/B****Variations in Care: Assessing the Methods**

Moderator:

**Bruce Vladeck, PhD**Senior Health Policy Advisor, Co-Director, Academic Medical Centers  
Service Line, Health Sciences Advisory Services, Ernst & Young LLP

Speaker:

Regional Variation in Health Care: Medical Inputs, Units of Analysis and  
Socio-Demographic Realities**Richard Cooper, MD**Professor of Medicine  
Leonard Davis Institute of Health Economics  
University of Pennsylvania

Responders:

**Jon Skinner, PhD**John Sloan Dickey Third Century Chair of Economics  
Dartmouth College**Michael Ong, MD, PhD**Assistant Professor of Medicine in Residence  
Division of General Internal Medicine & Health Services Research  
UCLA Department of Medicine

Several studies have found significant variation across communities in terms of the use of physician services, physician supply and outcomes of care – but no evidence that a greater supply of physicians leads to better outcomes. These results have been used to challenge recommendations for an increase in medical school enrollment. Buz Cooper, a leading physician workforce researcher, will lead off the session by raising questions regarding the methodology and conclusions of these studies. Jonathan Skinner PhD, a senior researcher at Dartmouth College, will respond to Dr. Cooper's presentation, as will Michael Ong, MD, PhD who has been involved in variations research at UCLA. Bruce Vladeck, PhD will moderate what should be a lively discussion and help us to evaluate what it all means for physician workforce planning.

12:30 – 1:30 pm

Networking Lunch

**Independence A**

---

## Thursday, May 1 (continued)

---

1:30 – 3:00 pm

**Concurrent Sessions A – D**

**Presidents Quarters**

**Panel A: A Workforce Collaborative –  
Lessons Learned**

**Roosevelt**

Moderator:

**Ahmed Calvo, MD, MPH**

Acting Deputy Director, Center for Quality  
HRSA

Speakers:

**Mark Loafman, MD, MPH**

Assistant Professor of Family Medicine  
Northwestern Feinberg School of Medicine and National Quality Faculty  
HRSA

**Carl Morris**

Assistant Professor of Family Medicine  
University of Washington

**Tom Bacon, DrPH**

Executive Director  
North Carolina Area Health Education Center

**Panel B: Diversity**

**Lincoln**

Moderator:

**Marcella Nunez-Smith M.D.**

Assistant Professor  
Yale University School of Medicine

Speakers:

The Role of Federal Funding in Diversification of the Medical School  
Applicant Pool

**Rachel Fester, MEd, MA**

PhD Student  
University of Pennsylvania

---

## Thursday, May 1 (continued)

---

Undergraduate Medical Education Program to Address the Health Care Needs of the Latino Community

**Alberto Manetta, MD**

Senior Consultant to Vice Chancellor, Health Affairs  
University of California, Irvine School of Medicine

Two Year Evaluation of the Office of Minority Health's Cultural Competency Curriculum Modules

**Ann S. Kenny, MPH, BSN, RN**

Project Director  
SRA International, Inc.

Trends in African American/Black Physician Practice Patterns in Florida

**Robert G. Brooks, MD, MBA**

Associate Dean for Health Affairs  
Division of Health Affairs, Florida State University College of Medicine

### **Panel C: Practice Location and Retention**

**Jefferson**

Moderator:

**L. Gary Hart, PhD**

Director of the Rural Health Office (RHO)  
The University of Arizona Mel and Enid Zuckerman College of Public Health

Speakers:

Predictors of In-State Retention of Medical Residents and Fellows: Data from New York

**Gaetano J. Forte, BA**

Director of Information Management  
Center for Health Workforce Studies

The Dispersion of Physicians from New Orleans After Katrina

**Thomas C. Ricketts, PhD, MPH**

Deputy Director  
University of North Carolina, Cecil G. Sheps Center for Health Services Research

Influencing Residency Choice and Practice Location through Longitudinal Rural Clinical Experiences

**Kathleen Quinn, MEd/PhD Candidate**

Director, MU Area Health Education Center  
University of Missouri, Office of Rural Health

---

## Thursday, May 1 (continued)

---

Rural Family Medicine Residency Training  
**Mark Doeshar, MD, MSPH**  
Director, WWAMI Rural Health Research Center  
UW Center for Health Workforce Studies

### **Panel D: Supply**

**Kennedy**

Moderator:

**Jonathan P. Weiner, DrPH**  
Professor of Health Policy & Management  
Johns Hopkins Bloomberg School of Public Health

Speakers:

MedPAC and COGME: Physician Reimbursement and Physician Supply -  
Future Implications

**Russell G. Robertson, MD**  
Chair, Council on Graduate Medical Education, Chair, Family Medicine  
Northwestern University Feinberg School of Medicine

**John Bertko FSA, MAAA**  
Adjunct Staff  
RAND

Do Physician Assistants Serve as Substitutes or Complements for Physician  
Care in the United States?

**Perri A. Morgan, PhD, PA-C**  
Director of Physician Assistant Research, Community and Family Medicine  
Duke University Medical Center

Primary Care Physician Supply and Access to Care: Lessons from a Single  
Payer Health System

**Scott A. Shipman, MD, MPH**  
Assistant Professor, Pediatrics  
Institute for Health Policy & Clinical Practice, Center for Health Policy  
Research

Role of International Medical School Graduates in Providing Office-Based  
Medical Care: United States, 2005 - 2006

**Esther Hing, MPH.**  
Survey Statistician  
National Center for Health Statistics Centers for Disease Control and  
Prevention

---

**Thursday, May 1 (continued)**

---

3:00 – 3:30 pm Refreshment Break **Presidents Quarters Hall**

3:30 – 5:00 pm **Concurrent Sessions E – H**

**Panel E: Leveraging the Results of  
Physician Forecasting Studies: Experiences  
in Michigan, New Jersey and New York**

**Roosevelt**

Moderator:

**Jean M. Moore**

Director  
Center for Health Workforce Studies  
University at Albany, SUNY

Speakers:

**Gaetano Forte**

Director of Information Management  
Center for Health Workforce Studies  
University at Albany, SUNY

**Lynda Farquhar, PhD**

Professor, Office of Medical Education, Research and Development  
Institute for Health Care Studies, College of Human Medicine, Michigan State  
University

**Deborah S. Briggs, BSN, MBA**

Senior Vice President, Health Policy and Advocacy  
New Jersey Council of Teaching Hospitals

With the release of the federal Council on Graduate Medical Education's 16th report forecasting a significant shortage of physicians nationally within the next two decades, many states have sought to understand how this national shortage will play out in their state. This panel will bring together representatives from New Jersey, New York, and Michigan to discuss how the findings from physician workforce studies have been used to advance public policy in their states.

---

## Thursday, May 1 (continued)

---

### **Panel F: Workforce Research Methods**

**Lincoln**

Moderator:

**Tim Dall**  
Vice President  
The Lewin Group

Speakers:

Nationwide Physician Shortages Likely to Occur Beyond 2015 Based on Grey Forecasting Models

**Chau-Kuang Chen, EdD**  
Director of Institutional Research  
Meharry Medical College

Using Claims Data To Assess And Project Need For Physician Services

**Kelley M. Withy, MD, PhD**  
AHEC Director, Associate Professor  
John A. Burns School of Medicine Hawaii, Complementary/Alternative  
Medicine

Characteristics of Practice Among Rural and Urban General Surgeons in North Carolina

**Jennifer King**  
Research Associate  
University of North Carolina at Chapel Hill, Cecil G. Sheps Center for Health  
Services Research

The Generational Diagonal in Academic Medicine: A Unique Method for Forecasting and Planning for Faculty Success in the Next Two Decades

**Lydia P. Howell, MD**  
Vice Chair  
University of California, Davis, Department of Pathology

### **Panel G: Graduate Medical Education**

**Jefferson**

Moderator:

**Paul H. Rockey MD, MPH**  
Director, Graduate Medical Education  
American Medical Association

---

## Thursday, May 1 (continued)

---

Speakers:

The Utah Graduate Medical Education Demonstration Project

**David Bjorkman MD, MSPH**

Chair, Utah Medical Education Council and Dean, University of Utah School of Medicine

Creating a Projection and Simulation Model for Assessing the Impact of Residency Allocation at the University of Toronto

**Caroline S. Abrahams, MPA**

Health Workforce Consultant

University of Toronto, Faculty of Medicine

Aligning Health System and Community Needs for Graduate Medical Education

**Elizabeth R. Ransom, MD**

Physician, Department of Chief Quality Officer

Texas Health Resources

Attrition During Obstetrics and Gynecology Residency Training: Analysis of the National GME Census Data

**Rebecca P. McAlister, MD**

Professor of Obstetrics and Gynecology

Washington University School of Medicine

### **Panel H: Interprofessional Workforce**

**Kennedy**

Moderator:

**Clese Erikson, MPAff**

Associate Director, Center for Workforce Studies

Association of American Medical Colleges

Speakers:

Hospital Utilization of Physician Assistants: New Staffing Patterns in Inpatient Settings

**James F. Cawley, MPH, PA-C**

Professor and Interim Director

The George Washington University, Physician Assistant Program

---

## Thursday, May 1 (continued)

---

Trends In Specialty Choice Among Physician Assistants

**Perri A. Morgan, PhD, PA-C**

Director of Physician Assistant Research

Duke University Medical Center, Community and Family Medicine

Are Patients Willing to be Seen by a Physician Assistant or Nurse Practitioner?

**Roderick S. Hooker, PhD, PA**

Director of Rheumatology Research

Dallas VA Medical Center

Retail Health Clinics: Examining Patterns of Use and Implications for the Workforce

**Scott A. Shipman, MD, MPH**

Assistant Professor, Pediatrics and Community & Family Medicine

Dartmouth Medical School, Institute for Health Policy and Clinical Practice

5:00 – 6:30 pm

Poster Session/Reception

**Independence A**

6:30 pm

Dinner on your own

## Friday, May 2

---

7:30 am – 3:30 pm      Registration/Information      **Pillar Wall**

8:00 – 8:30 am      Continental Breakfast      **Regency A Wall**

8:30 – 10:00 am      **Plenary Session II**      **Regency A/B**  
**Innovative Models of Care: Will they help reduce demand for Physicians?**

Moderator:

**Scott Shipman, MD, MPH**

Assistant Professor, Pediatrics and Community & Family Medicine  
 Dartmouth Medical School, Institute for Health Policy and Clinical Practice

Speakers:

IHI Perspective

**Donald Goldmann, MD**

Senior Vice President  
 Institute for Healthcare Improvement

Patients Onboard: Creating the New Health Care Team

**Paul C. Tang, MD, MS**

Vice President, Chief Medical Information Officer, Palo Alto Medical Foundation and Consulting Associate Professor of Medicine, Stanford University School of Medicine

Nurse Practitioners

**Julie Novak, DNSc, RN, MA, CPNP, FAANP**

Associate Dean, College of Pharmacy, Nursing and Health Sciences  
 Professor and Head, School of Nursing  
 Director, Purdue School of Nursing Clinics

Retail Clinics: Coming Soon to a Grocery Store Near You?

**Dean Lin**

Chief Executive Officer  
 CareWorks Convenient Healthcare (subsidiary of Geisinger Health System)

Ten years ago, the electronic medical record was just beginning to be adopted in clinical practices, there were half as many NPs and PAs in practice as today, and the concept of the retail clinic was far from becoming a reality. This session will explore how the practice of medicine is changing and what this will mean for the future health care workforce needs.

## Friday, May 2 (continued)

---

10:00 – 10:30 am Refreshment Break **Regency A Foyer**

10:30 am – 12:00 pm **Concurrent Sessions I – K** **Presidents Quarters**

### **Panel I: Medical Education**

**Roosevelt**

Moderator:

**Gwen Garrison, PhD**

Director, Data Resources and Studies  
Association of American Medical Colleges

Speakers:

International Medical School Expansion

**Danette W. McKinley, PhD**

Research Scientist  
FAIMER

Three Pathways to a Physician Career

**Paul Jolly, PhD**

Senior Associate Vice President  
Association of American Medical Colleges

The Application Pathways of American Citizens Who Pursue Medical Careers  
Abroad

**Amy Opalek**

Data Resource Specialist  
FAIMER

Student Loan Debt Levels Among Recent Dermatology Resident Graduates and  
the Impact on Career Choices

**Alexa B. Kimball, MD, MPH**

Associate Professor, Harvard Medical School, Director, Clinical Unit for  
Research, Trials in Skin, Massachusetts General Hospital

### **Panel J: Primary Care Workforce**

**Lincoln**

Moderator:

**Edward Salsberg**

Senior Associate Vice President  
Director, Center for Workforce Studies  
Association of American Medical Colleges

---

## Friday, May 2 (continued)

---

Speakers:

Economic Evidence Of A Primary Care Physician Shortage

**Carol J. Simon, PhD, MS**

Vice President

The Lewin Group

Shortage or Mal-distribution: An Analysis of the Spatial Accessibility of  
Primary Care Physicians in Nebraska

**Keith Mueller, PhD**

Professor and Chair, Department of Health Services Research and  
Administration, Director of RUPRI Center for Rural Health Policy Analysis and  
Associate Dean, College of Public Health  
University of Nebraska Medical Center

Generalist Supply for an Increasing and Aging Population

**Jack M. Colwill, MD**

Professor Emeritus

University of Missouri School of Medicine, Family and Community Medicine

The Impact of the Primary Care Workforce Distribution on Health Outcomes

**James Joseph Brokaw, PhD**

Assistant Dean for Student Affairs

Indiana University School of Medicine, IU-Methodist Family Practice Center

### **Panel K: Medical School Expansion through a Regional Model in the USA and Canada**

**Jefferson**

Moderator:

**Joanna Bates, MDCM**

Senior Associate Dean Education

University of British Columbia

Speakers:

**Sarah Bunton, PhD**

Senior Research Associate

Association of American Medical Colleges

**Roger Strasser, MBBS**

Founding Dean and Professor

Northern Ontario School of Medicine

---

## Friday, May 2 (continued)

---

**Geoff Payne, PhD**

Associate Professor, Course Director Foundations of Medicine, Northern Medical Program  
University of British Columbia

A brief overview of US medical school expansion contrasted by a more detailed description of how 3 medical schools in Canada expanded to address rural workforce shortages.

12:00 – 1:30 pm

Lunch Presentation

**Independence A**

Speaker:

**Malcolm Cox, MD**

Chief Academic Affiliations Officer  
Veterans Health Administration

1:30 – 3:00 pm

**Plenary Session III**

**Regency A/B**

**The Patient Centered Medical Home Model: The Salvation for Primary Care?**

Moderator:

**Greg Pawlson, MD, MPH**

Senior Vice President  
National Committee for Quality Assurance

Speakers:

Getting Beyond the Position Statement

**Michael S. Barr, MD, MBA, FACP**

Vice President, Practice Advocacy and Improvement, Division of Governmental Affairs & Public Policy  
American College of Physicians

Impact on Quality, Disparities & Patient Experience

**Melinda Abrams, MS**

Senior Program Officer  
The Commonwealth Fund

## Friday, May 2 (continued)

---

Challenges to Implementing the Medical Home

**Lloyd Michener, MD**

Professor and Chair, Department of Community & Family Medicine

Duke University Medical Center

Director, Duke Center for Community Research

The basic concepts behind the medical home have been around for years but there is a new effort underway to make the advanced medical home the standard for how primary care is delivered and all medical care is coordinated.

The American Academy of Pediatrics, the American Academy of Family Physicians, the American College of Physicians, and others have developed a joint position statement that outlines the goals and action steps necessary to bring about this change. Congress has provided funds for demonstration projects and other pilot projects are in development. Where do these efforts stand today? What are the key elements? What are the workforce implications? What is needed to implement the medical home model nationally?

3:00 – 3:30 pm

**Closing Remarks**

**Regency A/B**

Speaker:

**Fitzhugh Mullan, MD**

Murdock Head Professor of Medicine and Health Policy

George Washington University

3:30 pm

Adjourn

## Speaker Biographical Sketches

**Caroline Abrahams, B.A., M.P.A.**, is currently on secondment as a health workforce consultant with the Postgraduate Medical Education (PGME) Office of the University of Toronto Faculty of Medicine. She is responsible for research and analysis on accountability measures such as the outputs from postgraduate training, location of practice, and volume and type of patients. She is also developing tools to inform future planning for PGME and strategic initiatives to strengthen accountability and support adequate resourcing of an expanded postgraduate pool.

Ms. Abrahams' home position is manager of the Health Human Resources (HHR) Forecasting and Modelling Unit of the Ontario Ministry of Health and Long-term Care. The unit was established in 2004 in response to recommendations for a dedicated HHR forecasting and planning capacity made in several advisory reports to government, including the Expert Panel Report on Health Professional Human Resources. Previous to this role, Ms. Abrahams held a variety of positions related to health workforce policy in the Ontario government, including policy lead for the Northern Ontario School of Medicine; project manager for the Expert Panel on Health Professional Human Resources, project manager for the Ontario Nursing Task Force, senior consultant with the Health Human Resources Policy Unit, and hospital consultant for the eastern region of the Acute Services Division. In addition, in 1999, she was senior planner for acute care with the former Simcoe York District Health Council.

Ms. Abrahams holds a B.A. degree with honors in urban planning from the University of Western Ontario and a master's degree in public administration from Queens University in Kingston, Ontario.

**Melinda Abrams, M.S.**, senior program officer at the Commonwealth Fund, directs the Patient-Centered Primary Care program. Since coming to the fund in 1997, Ms. Abrams has worked on the fund's Child Development and Preventive Care program, the Task Force on Academic Health Centers, and the Commission on Women's Health. She has played a lead role in reviewing and modifying state policies regarding preventive health care for young children. She helped conceptualize and launch the fund's Assuring Better Child Health and Development (ABCD) initiative in 1998–1999, which awards grants to state Medicaid programs to encourage innovation in the financing and delivery of preventive and developmental services provided to low-income, young children.

Ms. Abrams has sat on advisory committees of various national organizations, including the National Initiative for Children's Healthcare Quality, the Child and Adolescent Health Measurement Initiative, and AcademyHealth. Prior to coming to the fund, Ms. Abrams directed community outreach and public education activities for the Reproductive Rights Project of the New York Civil Liberties Union. She 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.

**Tom Bacon, Dr.P.H.**, has served as executive associate dean and Area Health Education Center (AHEC) program director at the University of North Carolina School of Medicine since 1996. Previously, he served as executive director of the Mountain AHEC in Asheville, N.C. Dr. Bacon holds faculty appointments in the department of social medicine in the school of medicine and in health policy and administration in the school of public health. His academic and career interests are

in development of a health workforce, with a particular focus on primary care providers to serve the needs of vulnerable populations. He is a member of both the North Carolina Institute of Medicine and the advisory board for the Kate B. Reynolds Charitable Trust, and chairs the board of the North Carolina Foundation for Advanced Health Programs. He holds degrees from the University of Chicago and the University of North Carolina School of Public Health.

**Michael S. Barr, M.D., M.B.A., F.A.C.P.**, is vice president, practice advocacy and improvement, for the American College of Physicians (ACP). Dr. Barr's focus is on public policy relating to the patient-centered medical home, quality improvement, practice redesign, and health information technology. He has overall responsibility for the college's regulatory and insurer affairs department, Practice Management Center, and Medical Laboratory Evaluation Program. He also directs the college's grant-funded Center for Practice Innovation.

Prior to joining the ACP staff in February 2005, Dr. Barr served as chief medical officer for Baltimore Medical System, Inc. (BMS), a Joint Commission-accredited, multisite federally qualified community health center from 1999 to 2005. He was on faculty in the Division of General Internal Medicine at Vanderbilt University from 1993 to 1998 and held various administrative positions including physician director, Medical Management Programs, for the Vanderbilt Medical Group. He served in the United States Air Force from 1989 to 1993 at Moody Air Force Base, Georgia.

Dr. Barr completed his residency in internal medicine at Rush-Presbyterian-St. Luke's Medical Center in Chicago. He is a graduate of New York University School of Medicine, the Vanderbilt Owen Graduate School of Management, and the State University of New York College of Environmental Science and Forestry. Dr. Barr continues to see patients part time at the George Washington University Medical Faculty Associates urgent care clinic and holds part-time faculty appointments at Johns Hopkins University and George Washington University.

**Joanna Bates** is senior associate dean of education in the faculty of medicine at the University of British Columbia (UBC) in Canada.

Dr. Bates graduated from McGill University in 1976. A family physician, she became a certificant of the College of Family Physicians of Canada (CCFP) in 1983 and a Fellow of the college in 1994. Her career has included community-based medical practice, leadership positions at St. Paul's Hospital, and senior roles within the College of Physicians and Surgeons of British Columbia, the College of Family Physicians of Canada, and the Medical Council of Canada.

In 1997, Dr. Bates was appointed associate dean of admissions for the UBC faculty of medicine. In this portfolio, she implemented a new process for review of nonacademic qualities in medical school applicants, a policy for applicants and medical students with Hepatitis B, and a policy and process for Aboriginal applicant admissions that has served as a model across several other jurisdictions and positively impacted the number of Aboriginal students in medical schools. As postgraduate program director in family medicine, she continued implementing a fully distributed postgraduate program in family medicine.

Appointed senior associate dean, undergraduate medical education, in 2002, she led the distributed expansion of the medical school that was implemented in 2004. This expansion built two regional

campuses at some distance from the main faculty, using an IT infrastructure to integrate the program across sites, and doubling the number of medical students admitted by 2007.

In addition to medical education, Dr. Bates has focused her research career in Telehealth.

**John M. Bertko, F.S.A., M.A.A.A.**, is currently adjunct staff at RAND, a visiting scholar at the Brookings Institution, and retired chief actuary of Humana Inc. At Humana, he managed the corporate actuarial group and directed work by actuarial staff for the company's major business units, including developing Part D, Medicare Advantage, and consumer-driven health care products.

Mr. Bertko has extensive experience with risk adjustment and has served in several public policy advisory roles. He currently serves on the Medicare Payment Advisory Commission (MedPAC) and on the panel of health advisors for the Congressional Budget Office. He served the American Academy of Actuaries as a board member from 1994 to 1996 and as vice president for its health practice council from 1995 to 1996. He is a fellow of the Society of Actuaries and a member of the American Academy of Actuaries. Mr. Bertko has a bachelor's degree in mathematics from Case Western Reserve University.

**Deborah Briggs** has broad experience and in-depth understanding of the health care industry with unique expertise in profit, not-for-profit, and public sectors. She joined the New Jersey Council of Teaching Hospitals (NJCTH) after serving for eight years at Pharmacia Corporation as senior director of U.S. markets. There, she directed and engineered the development of Greenstone Healthcare Solutions, Pharmacia's disease management consulting company. As senior vice president, health policy, for NJCTH and interim executive director for the Council of Children's Hospitals, she has worked with legislators and hospital leadership to create a 12-point plan for insuring the uninsured in New Jersey and coordinated multiple statewide initiatives in quality, patient safety, workforce enhancements, and improving the infrastructure for children's health care.

**Jim Brokaw** received his Ph.D. degree in anatomy from the University of Texas Health Science Center in San Antonio and his master's degree in public health from St. Louis University. He currently serves as assistant dean for medical student affairs at the Indiana University School of Medicine. His research interests include identifying factors that influence career practice location and specialty choice of physicians, and assessing spatial and temporal variation in health outcomes in relation to the geographic distribution of physicians.

**Sarah A. Bunton, Ph.D.**, focuses her research on organizational studies and postsecondary faculty issues, including work life, satisfaction, and personnel policies. She works as senior research associate in faculty, organization, and management studies at the AAMC (Association of American Medical Colleges). Her most recent publication is focused on medical school expansion [Medical School Expansion: Challenges and Strategies (Bunton, S.A., et al., 2008, Washington DC: AAMC)], and she is continuing that line of research looking at the challenges involved in developing new medical schools. She has also published in numerous peer-reviewed journals on topics such as organizational change, faculty appointment and tenure policies, and faculty work life.

Thomas F. Burke is executive director of the New York State Council on Graduate Medical Education within the Bureau of Health Economics, Department of Health. The council is an advisory body that provides advice to the commissioner of health on the formulating and implementing state policies relating to medical education and training.

Prior to joining the council in 1996, Mr. Burke served for 11 years in the New York state senate as associate director of the Council on Health Care Financing, legislative coordinator for Senator Michael J. Tully, Jr. (former chair of the Health and Veterans Committees), and legislative assistant for Senator John M. McHugh.

Mr. Burke received his M.S. degree in health services administration from Sage Graduate School, Troy, N.Y., and B.A. degree in political science and history from Le Moyne College, Syracuse, N.Y. Mr. Burke is a fellow of the New York Academy of Medicine and a member of the newly created New York State Palliative Care Education and Training Council.

**Ahmed Calvo, M.D., M.P.H.**, is acting deputy director, Center for Quality, Office of the Administrator, Health Resources and Services Administration (HRSA), U.S. Department of Health and Human Services. Dr. Calvo is primarily responsible for accelerating and disseminating the lessons learned from the HRSA Health Disparities Collaboratives and other HRSA collaboratives and related quality-improvement activities from various HRSA bureaus/offices into an agency-wide quality systems strategy, to include appropriate engagement of all of the bureaus/offices in collaboration together. The HRSA Health Disparities Collaboratives have been a decade-long national evidence-based systems effort for improving quality in the delivery of primary health care at federally funded health centers, in collaboration with the Institute for Healthcare Improvement, the Primary Care Associations in all the states and territories, state health departments, and federal partner agencies within the U.S. Department of Health and Human Services, including the NIH, CDC, AHRQ, SAMHSA, AoA, and DHHS Offices such as the OS/OMH and the OS/OWH. Currently, HRSA is implementing a national Patient Safety and Clinical Pharmacy Services Collaborative, under the leadership of the HRSA Center for Quality and the HRSA Office of Pharmacy Affairs.

Prior to his appointment to the Center for Quality in 2006, Dr. Calvo was branch chief of the Clinical Quality Improvement Branch, Division of Clinical Quality, Bureau of Primary Health Care, at HRSA. Up to June 2004, Dr. Calvo was chief medical officer of the San Ysidro Health Center, a large federally qualified health center network of community clinics on the United States–Mexico border; director of medical education and medical director at Scripps Memorial Hospital in Chula Vista, in the county of San Diego, California; and on the clinical faculty in the department of family and preventive medicine at the University of California, San Diego, School of Medicine. He was Area Health Education Center (AHEC) director at Scripps Hospital, and HETC program director at the University of California, San Diego, School of Medicine, in collaboration with the Hispanic Center of Excellence. A graduate from Stanford University and the University of California, San Francisco, School of Medicine, Dr. Calvo completed several UCSD/SDSU Faculty Development Fellowships on care of underserved communities, an M.P.H. on public health management, and the National Hispanic Medical Association National Leadership Fellowship at the New York University Wagner School of Public Service.

In addition to his 25-year clinical practice experience, Dr. Calvo has functioned as CEO and chairman of the board of a large private medical group and an Independent Physicians Association (IPA); as

executive vice-president for a consulting firm specializing in integration within the health care industry; on the clinical faculty at University of California, San Francisco and Stanford University medical schools; as president of both the Alameda-Contra Costa Academy of Family Physicians and the San Diego Academy of Family Physicians; as president of the Latino Health Partnership in San Diego County; as well as being principal of a health-policy consulting firm for 30 years with particular interest in international health, border health, telecommunications, and emergency preparedness. In 1998, Dr. Calvo was program chair for the International Health Medical Education Consortium (IHMEC) meeting in San Diego, now known as the Global Health Medical Education Consortium (GHEC). He has worked with the CDC Bi-national Infectious Disease Surveillance (BIDS) Program on the United States–Mexico border and was appointed to the advisory committee of the California Office of Bi-national Border Health by Dr. Diane Bonta, then director of health for the state of California. Dr. Calvo is a past board member of the San Diego – Hawaii Chapter of the Leukemia and Lymphoma Society and past-board member of the Candlelighters Childhood Cancer Foundation, based in Washington D.C. He was 2007 president of the U.S. Department of Health and Human Services Hispanic Employees Organization.

**Chau-Kuang Chen, Ed.D.**, is director of institutional research and faculty member at Meharry Medical College. He has created student-tracking and decision support systems to analyze student learning outcomes and related information to support college mission, strategic planning, and institutional effectiveness.

Dr. Chen has taught advanced biostatistics at Meharry for almost 20 years, specializing in generalized linear model, survival analysis, time series analysis, and artificial intelligence modeling approach. He was one of the first to incorporate a variety of sophisticated techniques—ordered logit/cloglog, proportional hazard, and transfer function of ARIMA modeling—into high education processes and outcomes.

Dr. Chen has won the Dean’s Award for Excellence in Teaching in the School of Graduate Studies three times, conducted numerous statistical workshops at annual conferences for the Association for Institutional Research (AIR), and published three articles in the *Web-based IR Applications*, an AIR-refereed journal.

**Jack M. Colwill, M.D.**, is professor and chair emeritus of the department of family and community medicine at the University of Missouri, Columbia, School of Medicine. He served as chair of the department for 25 years and has had a long-term interest in workforce issues, primary care and rural health care. He served as a member of the Council of Graduate Medical Education (COGME) from 1990 to 1996 and chaired the committees for the fourth and eighth COGME Reports.

**Richard A. Cooper, M.D.**, is a professor of medicine and senior fellow in the Leonard Davis Institute of Health Economics at the University of Pennsylvania. He graduated from Washington University School of Medicine in 1961 and received his training in internal medicine, hematology, and oncology at the Harvard Medical Unit of the Boston City Hospital and the National Cancer Institute. Following two years on the faculty of the Harvard Medical School, Dr. Cooper became chief of the hematology section in the department of medicine at the University of Pennsylvania and subsequently director of Penn’s Cancer Center, positions he held for 14 years. In 1985, he moved to the Medical College of Wisconsin in Milwaukee, where he served as executive vice president and

dean for nine years and as director of the medical college's Health Policy Institute for an additional 11 years. In 2005, Dr. Cooper returned to Penn in the Leonard Davis Institute.

Dr. Cooper has been a scholar in both hematology and health policy. In the years prior to becoming dean in 1985, he published extensively on topics dealing with hematology, ranging from basic studies of membrane structure and the pathophysiology of hemolytic anemia to clinical studies of cancer therapy. A major focus of his work in health policy has centered on projecting the future needs for physicians and nonphysician clinicians. To that end, he developed the "Trend Model" for projecting the future dimensions of the health care system and estimating future workforce needs. He has long championed the notion of impending physician shortages and called for remedial actions, positions that most major organizations now support, and he has worked to increase the output of physicians by encouraging expansion of undergraduate and graduate medical education. His more recent work has focused on explaining the observed regional variation in health care utilization and outcomes. To that end, he has developed a multidimensional model that is called "The Affluence-Poverty Nexus."

**Malcolm Cox, M.D.**, is chief academic affiliations officer for the Veterans Health Administration, U.S. Department of Veterans Affairs, in Washington D.C. He received his undergraduate education at the University of the Witwatersrand and his M.D. from Harvard Medical School.

After completing postgraduate training in internal medicine and nephrology at the Hospital of the University of Pennsylvania, Dr. Cox rose through the ranks to serve as associate chief of staff for research and chief of medical service at the Philadelphia VA Medical Center; and vice chair of the department of medicine, associate dean for network and primary care education, and associate dean for clinical education at the University of Pennsylvania School of Medicine, where he was one of the principal architects of the medical school's new undergraduate curriculum. In 2003, Dr. Cox returned to Harvard Medical School as dean for medical education, where he was instrumental in launching a comprehensive review of undergraduate medical education, joint degree programs with the Harvard Business School and Harvard College, and Harvard's new integrated third-year clinical clerkships. Upon leaving the dean's office in January 2005, he was appointed the Carl W. Walter Distinguished Professor of Medicine at Harvard Medical School.

In February 2006, Dr. Cox returned to the Department of Veterans Affairs where he oversees academic affiliations with the nation's health professions' schools, colleges, and universities. During the past two years, Dr. Cox has led a major expansion of the VA's medical, nursing, and psychology training programs and an intensive reevaluation of its educational infrastructure and affiliation relationships.

**Mark Doescher, M.D., M.S.P.H.**, is associate professor of family medicine at the University of Washington. He is director and principal investigator of the WWAMI Rural Health Research Center (WWAMI-RHRC) and the University of Washington Center for Health Workforce Studies (UW-CHWS). Dr. Doescher has led studies of the rural health workforce examining the supply of female generalist physicians and R.N.'s in the United States. He also has led a number of trend studies of the health behaviors and health status of rural Americans, using national datasets. Additionally, he has broad expertise in policy evaluation, health services research, and public health program implementation.

Dr. Doescher is principal investigator of the CDC-funded UW Collaborating Site of the Physical Activity Policy Research Network. He has served as associate project director for the Centers for Disease Control and Prevention (CDC)-funded, Seattle-King County STEPS, which aimed to reduce chronic illness in low-income areas of King County, Washington, by engaging schools, childcare sites, worksites, and health care providers. He also has led several National Institutes of Health- and Robert Wood Johnson Foundation-funded studies to reduce smoking, childhood obesity, and childhood asthma severity in low-income populations of patients. In January 2008, Dr. Doescher became an editorial board member of the *Journal of Rural Health*.

**Lyn Farquhar, Ph.D.**, earned her Ph.D. degree in higher education administration in 1972. She is a professor in the Office of Medical Education, Research, and Development in the College of Human Medicine at Michigan State University. She has worked for the college in various administrative positions. From 1996 to 2006, she served as director for medical education administering the college's graduate medical education programs. During that period, she became interested in physician workforce issues and contributed to a study that was done of the physician workforce needs for Michigan. Most recently, she has been involved in continuing efforts in advocacy for workforce enhancement and in doing research with residents.

**Rachél Fester** is currently pursuing a Ph.D. degree in higher education management at the University of Pennsylvania Graduate School of Education, where she is an Institute for Education Sciences Fellow in the IES Pre-Doctoral Training Program in Interdisciplinary Methods for Field-based Research in Education. Ms. Fester holds an M.S.Ed. from the School of Public Affairs at Baruch College of the City University of New York, an M.A. from the University of Chicago, and a B.A. *magna cum laude*, from Harvard University.

Most recently, Ms. Fester spent seven years as director of institutional research for a private, doctoral-granting institution in New York, where she was responsible for institutional research, assessment, strategic planning, and reaccreditation. In addition to her nonprofit experience, she has worked in market research and strategic planning in a variety of industries, including energy, retail, and commercial real estate. Her current fields of interest include the role of colleges and universities in preparing the health care workforce; the links between education and health care disparities; federal, state, and institutional financial aid policies and practices; organizational ecology; and quantitative research methods in the social sciences.

**Gaetano J. Forte** is director of information management at the Center for Health Workforce Studies at the School of Public Health, University at Albany, State University of New York. For the last decade, Mr. Forte has focused his research efforts on the physician workforce, leading and participating in projects examining the current and future physician workforce in allergy and immunology, neurosurgery, urology, medical genetics, rheumatology, clinical oncology, and gynecologic oncology. In addition, Mr. Forte has conducted comprehensive national-level physician supply and demand studies for the Council on Graduate Medical Education, as well as state-level physician supply and demand studies for California, Michigan, New Jersey, and New York. Finally, Mr. Forte oversees the state government-sponsored collection of physician, oral health, nursing, and pharmacy workforce data in New York.

Mr. Forte's recent publications include "Projections of the Supply of and Demand for Podiatric Physicians in the U.S., 2005 to 2030," recently accepted for publication in a future issue of the *Journal of the American Podiatric Medical Association*; "The Supply and Demand for Oncologists: Challenges to Assuring Access to Oncology Services," in the March 2007 issue of the *Journal of Oncology Practice*; and "New York State Physicians: Characteristics and Distribution in Health Professional Shortage Areas," in the December 2006 issue of the *Journal of Urban Health*.

**Gwen Garrison** is director of student and applicant studies in the Data Resources and Studies unit at the AAMC (Association of American Medical Colleges). She oversees all trending analysis regarding medical school applicants, matriculants, students, and graduates. Her portfolio also includes the Student Records System (SRS), the national enrollment management application that tracks medical student enrollment, and two student survey instruments that collect background characteristics and the perceptions of pre-medical applicants and medical school matriculants. She has nearly 21 years of experience in various facets of secondary and post-secondary education including 16 years in graduate-level education. She holds a Ph.D. degree in education with an emphasis in higher education from Claremont Graduate University, and her research interests include educational access and equity with a special emphasis on diversity, social networks, and organizational change that lead to academic success.

**Donald Goldmann, M.D.**, has 30 years of experience in infectious disease epidemiology and quality of care research. He began his work by applying the principles of clinical epidemiology to the study of nosocomial infections; at the Centers for Disease Control (CDC), he participated in development of NNIS (now NHSN), a national surveillance system and database that serves as an international model for voluntary reporting of adverse events of hospitalization. He elucidated the risk factors and impact of neonatal nosocomial infections and was on the team that developed and validated a widely used physiological severity of illness risk adjustment scoring system for neonatal intensive care (SNAP).

Dr. Goldmann served on CDC's Hospital Infection Control Practices Advisory Committee. He also served on the steering committee of the 73-hospital NACHRI/CDC Pediatric Prevention Network (PPN). More recently, Dr. Goldmann served as co-principal investigator of the Bacteriology and Mycology Study Group, a nationwide clinical trials research network funded by NIAID; he chaired Risk Group 4, "Antimicrobial Resistance in Intensive Care Unit Patients," which conducted a landmark cluster randomized trial of active surveillance cultures in controlling MRSA transmission.

Dr. Goldmann has used infection control as a model for quality assessment and improvement in developing countries, including Brazil, Thailand, and Indonesia (development of validated methods to assess the structure, processes, and outcomes of infection control programs), Hungary and Poland (training of multidisciplinary QI teams; national surveillance), Colombia (reduction in C-section infections using QI interventions), Russia (national infection control training initiative and center-specific interventions), Ukraine (hospital assessments and microbiology laboratory capacity), Mexico, (use of QI methods to prevent pediatric nosocomial infection), and the Philippines (infection prevention collaborative and a clinical trial of interventions to reduce antibiotic resistance in academic NICUs).

Dr. Goldmann served as medical director of health outcomes in the department of medicine and medical director of quality improvement and infection control at Children's Hospital Boston for a decade. His team's areas of focus included developing and validating surveys to measure parental perceptions of the quality of inpatient and ambulatory care and staff and trainee perceptions of the "culture of safety." The team developed a Web-based voluntary reporting system for adverse events, clinical practice guidelines, and standardized order sets covering a wide range of pediatric conditions, and departmental quality and safety scorecards. Dr. Goldmann also directed the microbiology laboratory for more than a decade and was service chief for the Janeway Medical Service (adolescents and young adults).

Dr. Goldmann also has a long track record in patient safety. He was faculty for the Institute for Healthcare Improvement's first "Breakthrough Series" Medical Errors and Adverse Events collaborative. He was a consultant and core faculty member for the Vermont Oxford Network's 54-hospital NIC/Q neonatal ICU quality improvement collaborative and was a mentor for the Network's 70-hospital internet quality improvement and patient safety collaborative, iNICU. He was principal investigator on a grant from the Harvard Risk Management Foundation, which provided the first comprehensive data on drug errors and adverse events in hospitalized children. He was a co-investigator on the Harvard Centers of Excellence for Patient Safety research (AHRQ PO1) and Center for Patient Safety in Neonatal Care (AHRQ DCERPS).

Dr. Goldmann co-directs the Harvard-wide Pediatric Health Services Research Fellowship, which includes both HRSA and AHRQ (PI) T32 NRSA institutional training grants. This fellowship program matriculates six postdoctoral fellows each year, providing them with research mentoring and a M.P.H. at Harvard School of Public Health. Dr. Goldmann developed the Society for Healthcare Epidemiology (SHEA)/CDC training program in health care epidemiology. He has mentored more than 50 infectious diseases and health services research fellows. He teaches a Harvard College freshman seminar, "The Impact of Infectious Diseases on History and Society."

Dr. Goldmann currently serves as a senior vice president at the Institute for Healthcare Improvement. He is responsible for fellowship training, faculty relations, the innovation pipeline, and publications/knowledge management. He is also the principal IHI liaison to a number of strategic allies, including the Joint Commission, AAMC, NQF, CMS, CDC, and AHRQ. He is IHI sponsor for a number of initiatives, including a Chronic Care Initiative with the Indian Health Service, a study to validate the Global Trigger Tool harm measurement and document trends of harm over time in 10 hospitals in North Carolina, and a collaborative to reduce antibiotic-resistant infections.

Dr. Goldmann is professor of pediatrics at Harvard Medical School and professor of immunology and infectious diseases at the Harvard School of Public Health.

**Esther Hing, M.P.H.**, is a survey statistician at the National Center for Health Statistics working in the Ambulatory and Hospital Care Statistics Branch of the Division of Health Care Statistics. Ms. Hing has written about adoption of clinical health information technology; physician characteristics; women's health, including menopausal hormone replacement therapy; employer-sponsored health insurance; methodological studies of establishment and provider surveys; and health care utilization

based on provider surveys of physician offices, hospital emergency and outpatient departments, inpatient hospitals, nursing homes, hospices, and home health agencies.

Ms. Hing received a bachelor of science degree in mathematics from the University of Michigan and a master's degree in public health from Johns Hopkins University.

**Roderick S. Hooker, Ph.D., P.A.**, is director of rheumatology research at the Dallas Veterans Affairs Medical Center, a clinical PA in rheumatology, and a faculty member of the University of Texas Southwestern Medical Center. Prior to this, he was with Kaiser Permanente in Oregon as both a rheumatology PA and a health services researcher beginning in 1978.

Dr. Hooker's work centers on health policy and economics as it applies to labor, organization and the interaction of providers in medical systems. He has been involved with health care organization and efficiency and has published more than 130 papers on aspects of the medical and nursing workforce. He has written two books about physician assistants. His interests are focused on various providers of care in maximizing care delivery. He serves as a consultant to various initiatives in Canada and Australia, and sits on the Canadian Medical Association conjoint accreditation committee. He is a consultant to two universities in Queensland as they roll out their PA programs and has been involved with PA development in England, Scotland, the Netherlands, and Taiwan.

For the past decade, Dr. Hooker has been involved with the International Medical Workforce Collaborative and the International Health Economics Association. Both organizations examine how health care delivery can be improved by comparing medical care models in different countries.

**Lydia Howell, M.D.**, is a graduate of Northwestern University Medical School and is board-certified in anatomic and clinical pathology with an added qualification in cytopathology. She has been a member of the faculty at the University of California, Davis, School of Medicine since 1986 where she has served in many roles including as director of cytology, associate dean of academic affairs, and currently is vice chair and director of anatomic pathology. Dr. Howell completed the Executive Leadership in Academic Medicine Program in 1998. She has served as a member of the executive board of the American Society of Cytopathology, is the current president of the American Society of Cytopathology Foundation, and is a member of many other professional societies in her field.

Dr. Howell has made many meaningful contributions locally and nationally on faculty affairs and faculty development through her publications on mission-based reporting, the effect of generational differences in the academic medicine, and the role and challenges of clinical versus research faculty tracks in medical schools. During her service as associate dean of academic affairs, she updated faculty compensation practices rendering salary negotiation more transparent and compliant with federal and university policy, developed and implemented uniform school-wide leave policies with improvement in benefits, led a salary-equity study, co-chaired a school task force to review adjunct series with recommendations that improved quality of life and career path, and co-developed and implemented an electronic faculty database and Web-based academic packet preparation and review which was adopted across the University of California, Davis, campus.

**Paul Jolly, Ph.D.**, is senior associate vice president, AAMC (Association of American Medical Colleges). He graduated from M.I.T. with a bachelor's degree in physics and earned a doctorate in theoretical physics from Harvard. In his first career, he served as a faculty member and performed research in nuclear structure in the physics department at University of Massachusetts, Dartmouth, where he obtained funding for and initially managed the institution's first computing center.

Dr. Jolly's second career began in 1969, when he was recruited for the position of director of computing and information services for the new medical school of the State University of New York at Stony Brook. He has been a senior staff member of the AAMC for more than 30 years, where his work has included designing and developing information systems, designing databases, and analyzing policy. A key accomplishment has been designing and implementing AAMC's Electronic Residency Application Service. In addition to a continuing focus on policy analysis, Dr. Jolly's current responsibilities include developing plans and policies related to privacy, confidentiality, biometrics, and identity management.

**Ann Kenny** has more than 29 years of extensive, successful senior management experience in the health care field. She is currently director of health communications, outreach, and training at SRA International, Inc. Prior to joining SRA, Ms. Kenny was an assistant vice president at Science Applications International Corporation and served as program manager and director, Center for Communication, Outreach, and Training Support Services, Civilian Health Systems. For over five years, she served as the project director for the Department of Health and Human Services (DHHS), Office of Minority Health (OMH) project to *Develop, Implement, Maintain and Evaluate Interactive Online and DVD Continuing Medical Education Programs in Cultural Competency* for physicians, nurses, and other health care provider populations and continues to serve as a consultant on OMH projects. Ms. Kenny also managed the training and support services contract providing cultural competency education and outreach for the Centers for Medicare and Medicaid Services' (CMS) Quality Improvement Organizations and provided senior subject matter expert support as the senior outreach and communications expert for the National Cancer Institutes Cancer Bioinformatics Grid™ project (caBIG™). Additionally, Ms. Kenny served as deputy program manager for the HHS Office of the Chief Information Officer's Strategic and Technical Support Services contract, supporting numerous tasks to include communications and Web site development for the HHS Office of the CIO.

Ms. Kenny was interim project manager and senior technical advisor for the CMS *Consistency in Medicare Contractor Outreach Materials* (CMCOM) project, leading the tasks to develop and implement content management systems, development of education materials for advance practice nurses, and development of a broad range of technology-based provider education products in support of the Medicare Modernization Act. Ms. Kenny's broad depth of experience includes serving as project director for several DHHS performance-based outreach and communications projects, to include the National Heart, Lung, and Blood Institutes' \$27 million Health Information Network project.

Ms. Kenny is a retired military officer with a bachelor of science degree in nursing and a master's degree in public health. Her military career included key positions as the director of strategic planning for the Office of the Assistant Secretary of Defense, Health Affairs; executive officer, U.S. Army Center for Health Promotion and Preventive Medicine; and chief, personal readiness and

planning and integration, for a global organization of over 1,100 military and civilian personnel with a budget of \$80 million. While serving in the department of defense, Ms. Kenny developed national recognition for creating health promotion marketing tools, educational programs, and innovative products to promote community and national public health awareness. She is a trained health educator, focus group facilitator, and a skilled consensus-building panel leader.

**Jennifer King** is a research associate at the Cecil G. Sheps Center for Health Services Research at the University of North Carolina at Chapel Hill. Her current research focuses on health care workforce issues and rural health policy. As part of the North Carolina Health Professions Data System, she monitors trends in the state's workforce and conducts analyses to inform policy decisions. She has also worked for the North Carolina Office of Rural Health and Community Care, coordinating several initiatives of the state's Medicaid managed care program. Prior to joining the Sheps Center, Ms. King was a research associate at the Urban Institute in Washington, D.C., where her work focused on the impacts of Medicaid on program enrollees and state efforts to expand insurance coverage. Ms. King earned her B.A. degree in American studies from the University of Notre Dame and is currently pursuing a Ph.D. degree in health policy and administration at the University of North Carolina at Chapel Hill.

**Alberto Manetta, M.D.**, is a gynecologic oncologist and professor emeritus in the University of California, Irvine, Department of Obstetrics and Gynecology, Division of Gynecologic Oncology and Department of Epidemiology. His primary research interest is in the area of cancer prevention, specifically cervical cancer. He currently serves as senior consultant to the vice chancellor of health affairs at University of California, Irvine.

Dr. Manetta has a strong commitment to medical education and served 12 years as senior associate dean for educational affairs in the University of California, Irvine, School of Medicine. In this position, he had administrative responsibility for the education of physicians, including the educational programs leading to the M.D. degree, graduate medical education (residency and fellowship programs), and continuing medical education for practicing physicians. His commitment is further evidenced by his receipt of numerous teaching awards and by his development of several outstanding programs on physician training during his tenure as head of the office of educational affairs.

Most recently, he developed and implemented the Program in Medical Education for the Latino Community (PRIME-LC). Dr. Manetta instituted this five-year combined degree training program at the University of California, Irvine, in response to an increasing demand for physicians who are culturally sensitive and linguistically competent to address specific needs of the Latino community. The program also prepares students for leadership roles in the health care community and for academic roles that can enhance the visibility of health care issues in the Latino community. PRIME-LC is the first program of this nature in the country and has been adapted by the four other medical schools in the University of California system. Dr. Manetta has published more than 100 papers in peer-reviewed journals and been awarded several grants from the National Institutes of Health (NIH) National Cancer Institute.

Dr. Manetta is currently funded by the NIH to study means of simplifying the screening of cervical cancer in minorities. As special consultant to the government of Nicaragua, he is helping to develop a program for primary cervical cancer prevention.

A desire to gain understanding of the legislative and budget process in order to more effectively help ensure access to health care and health care education to all the state's residents led him to spend sabbatical time working in the office of California State Senator Sheila Kuehl. Dr. Manetta is actively involved with several nonprofit organizations, including Latino Health Access, where he serves as chairman of the board of directors. His clinical awards include *Good Housekeeping's* "Best Doctors for Women in America."

**Rebecca McAlister, M.D.**, is associate dean for graduate medical education at Washington University School of Medicine in St. Louis. As such she is the designated institutional official for the Washington University/Barnes Jewish Hospital/St. Louis Children's Hospital Graduate Medical Education Consortium. The consortium sponsors 76 ACGME-accredited programs and trains approximately 1,000 house officers yearly.

Dr. McAlister is a professor of obstetrics and gynecology and has been the OBGYN residency program director since 1994. She is also chief of the division of medical education for the department of obstetrics and gynecology. She is active nationally in the Council on Resident Education in Obstetrics and Gynecology, serving as a regional representative, vice chair, and as a member of a wide variety of committees. She is also a member of the Residency Review Committee for OBGYN.

Dr. McAlister's research interests in medical education have focused on career decisions in medical students and residents and attrition in residency training and from residency program directors.

**Danette W. McKinley, Ph.D.**, is responsible for ensuring the accurate and timely completion of research activities and designs, implements, analyzes, and publishes studies relating to the ongoing research of FAIMER. As a research scientist, she also supports research activities related to the certification of graduates of international medical programs.

Prior to joining FAIMER, Dr. McKinley was the associate psychometrician for the ECFMG's Clinical Skills Assessment. With more than 20 years' experience in licensure and certification testing, she now has a role in the development of a research agenda on international medical education and the migration of health care workers.

Dr. McKinley holds a bachelor's degree in psychology from Williams College, a master's degree in research methodology from the University of Pittsburgh, and a Ph.D. in educational psychology from Temple University.

**J. Lloyd Michener, M.D.**, is professor and chair of the department of community and family medicine, and director of the Duke Center for Community Research. He is president of the Association for Prevention Teaching and Research, and past chair of the Council of Academic Societies of the AAMC (Association of American Medical Colleges). He is a member of the board of the Association of Department Family Medicine. Dr. Michener is co-chair of the NIH's

Community Engagement Steering Committee for the CTSA awards; and 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 North Carolina Health and Wellness Trust Fund.

**Jean Moore, M.S.N., B.S.N.**, has served as director of the Center for Health Workforce Studies at the State University of New York 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.

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.

**Perri Morgan, Ph.D.**, PA-C, is director of research, Duke Physician Assistant Division, Department of Community and Family Medicine, Duke University Medical Center. Her research interest is the role of physician assistants in the health workforce.

Dr. Morgan obtained her doctorate in population health sciences from the University of Wisconsin-Madison in August 2007. Her dissertation used the Medical Expenditure Panel Survey to examine practice patterns and outcomes of PA care. In addition to her research role, she is a PA educator and a practicing physician assistant.

**Carl Morris, M.D., M.P.H.**, has practiced as a family physician for more than 10 years in rural Washington and urban underserved locations in Seattle. Following graduation from Harvard Medical School, he finished his residency at Sea Mar CHC/Providence Family Medicine Residency in 1997. He practiced for six years in Tonasket, Wash., providing full-spectrum family medicine including ER, inpatient, operative obstetrics, and the full range of outpatient family medicine. He became a member of the University of Washington Department of Family Medicine in 2003 and has been teaching family medicine residents at the Harborview Family Medicine Residency for four years. He has been medical director of the clinic since 2007. His research and policy focus is training the primary care workforce for rural and urban underserved populations. Specifically, he has focused on

the evaluating training residents in community health centers and developing new models of residency-health center affiliation.

**Keith J. Mueller, Ph.D.**, is associate dean of the college of public health at the University of Nebraska Medical Center where is also director of the Rural Policy Research Institute (RUPRI) Center for Rural Health Policy Analysis. He has served as president of the National Rural Health Association (NRHA) and as a member of the National Advisory Committee on Rural Health and Human Services. He currently serves on the Advisory Panel on Medicare Education for the Centers for Medicare and Medicaid Services.

Dr. Mueller has published more than 60 scholarly articles in health services research and policy and received awards recognizing his research contributions from NRHA, RUPRI, and the University of Nebraska. His RUPRI publications include commentaries on rural implications of major policy changes including the Medicare Modernization Act of 2003. Dr. Mueller has directed major health services studies funded by the U.S. Agency for Healthcare Research and Quality, the Federal Office of Rural Health Policy, and the Robert Wood Johnson Foundation. He has testified on numerous occasions before committees of Congress and in other forums, including the Institute of Medicine and the Medicare Payment Advisory Commission.

**Julie C. Novak, D.N.Sc., R.N., M.A., C.P.N.P., F.A.A.N.P.**, is professor and head of the Purdue University School of Nursing, associate dean of the college of pharmacy, nursing, and health sciences, and director, Purdue School of Nursing Clinics.

Dr. Novak has developed, taught, and achieved funding for advance practice nurse practitioner and doctor of nursing practice programs and research and global community initiatives in international settings. She has received awards, including the Loretta C. Ford Award for Excellence in Nurse Practitioner Education from the University of Colorado, Theresa A. Thomas Endowed Professorship in Primary Health Care Nursing from the University of Virginia, Hughes Career Achievement Award from the University of San Diego, Belford Founders Award from the Sigma Theta Tau International Nursing Honorary, and the Torch Bearer Award from the Indiana Commission for Women. She has been inducted into the Purdue Teaching Academy, the Purdue Service Learning Academy, and is a fellow of the American Academy of Nurse Practitioners.

The author of more than 60 publications including journals, book chapters, and a textbook, Dr. Novak has given more than 200 national and international presentations and has been awarded more than \$14.5 million in grants to support her research in child and family health promotion, tobacco control, nurse-managed clinics, and nursing education including the Doctor of Nursing Practice. She has served as president of the National Association of Pediatric Nurse Practitioners, Pediatric Nurse Practitioner Certification Board, and the American Nurses Foundation National Nursing Coalition for School Health. Dr. Novak is active in local to global health policy initiatives and was recently elected to the Lafayette City Council. In 2005, she helped create the Trinity Nursing Center for Infant and Child Health in response to a dramatic increase in child abuse rates in Tippecanoe County.

**Michael Ong** is an assistant professor of medicine at the University of California, Los Angeles. He is a general internist and health economist whose research interests center on the intersection of general internal medicine, economics, smoking cessation, and mental health. He was principal investigator of a study funded by the California Health Care Foundation to examine variation in health care utilization and health outcomes among elderly Medicare beneficiaries hospitalized for heart failure at the five University of California medical centers and Cedars-Sinai Medical Center. Other work led by Dr. Ong include studies of housestaff workload and patient outcomes, economic analyses of tobacco control and secondhand smoke policies, and analyses of prescription medication co-payment policies.

**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 master's degree in library and information science at Drexel University.

**Geoffrey W. Payne, Ph.D.**, was one of the founding faculty members with the Northern Medical Program (NMP). The NMP is located in Prince George, British Columbia, at the University of Northern British Columbia and is one of the regional sites for the University of British Columbia's undergraduate M.D. program. Dr. Payne is a researcher in cellular and molecular physiology. He joined the University of Northern British Columbia following his postdoctoral studies at Yale University in the department of cellular and molecular physiology.

Dr. Payne holds a bachelor's degree in behavioral neuroscience and a master's degree in neuroscience and pharmacology. He is also an active researcher in medical education in the areas of assessment and curriculum and program development. He is currently associate professor and course director for Foundations of Medicine in the Northern Medical Program at the University of Northern British Columbia. He is also an affiliate assistant professor in the department of cellular and physiological sciences in the faculty of medicine at the University of British Columbia.

**Greg Pawlson, M.D., M.P.H.**, executive vice president (University of Pittsburgh and University of Washington). Dr. Pawlson became executive vice president of NCQA in January 2000. Prior to joining NCQA, he was senior associate vice president for health affairs and medical director of quality and utilization management for the faculty practice at the George Washington University Medical Center. Prior to that, Dr. Pawlson served as chair of the department of health care sciences and director of the Institute for Health Policy, Outcomes and Human Values, at George Washington University Health Plan, a HMO with over 100,000 members, was created by faculty of the department of health sciences, and for the first 10 years, the faculty served as the staff primary care physicians for the plan. Dr. Pawlson's academic titles at George Washington have included being the Murdoch head chair of preventive medicine and professor of health care sciences and medicine in the school of medicine and health sciences, and health services management and policy in the school of public health and health services.

**Kathleen Quinn**, director of MU-AHEC, has worked with the MU Rural Track Pipeline Program at the University of Missouri School of Medicine for the past eight years. While working to complete a Ph.D. in higher education administration, her focus has been meeting the needs of rural and underserved Missourians by effectively directing one of the most comprehensive pipeline programs in the country. Her effort has not been ignored. Since her start with MU-AHEC, the pre-admissions program has grown, a placement service has been added, and up to half of the medical school class applies to be part of the Rural Track Clerkship Program annually.

**Elizabeth Ransom, M.D., F.A.C.S.**, received her bachelor's degree in microbiology and immunology from McGill University in Montreal, and her M.D. degree from Wayne State University School of Medicine in Detroit. She completed her residency in otolaryngology-head and neck surgery in 1994 at Henry Ford Hospital and then became a senior staff physician there. In 1996, she was appointed residency program director for otolaryngology. She served on the Graduate and Undergraduate Medical Education Committees, and also was a member of the admissions committee for Wayne State University School of Medicine.

Dr. Ransom's administrative and leadership activities at the Henry Ford Health System included division director, ENT, Northeast Region (1994–2006), chair, Credentials Committee, of the Henry Ford Medical Group (HFMG; 2000–2006), member of the board of governors of the HFMG (1999–2006), and vice-chair of the board of governors (2004–2006). She also served as program chair of the Michigan Otolaryngological Society (2004–2006), and vice-chair of the Michigan Chief Medical Officer Consortium (2003–2006).

After moving to Texas, Dr. Ransom took a position in 2007 as physician engagement consultant with Texas Health Resources (THR). THR is one of the largest faith-based nonprofit health organizations in the country with 13 hospitals and 3,700 physicians in the Dallas-Fort Worth Metroplex. She is responsible for a strategic feasibility assessment and development of a system-wide graduate medical education program. She also contributes to the growth of strategic alignment among physicians, hospitals, and corporate entities.

**Thomas C. Ricketts III, Ph.D., M.P.H.**, is professor of health policy and administration and social medicine at the University of North Carolina schools of public health and medicine and co-director of the American College of Surgeons Institute for Health Policy research. The focus of his research has been on policymaking for the health care workforce and access to care for rural and underserved populations. He was founding director of the North Carolina Rural Health Research Center, which he led for 12 years from 1988 until 2000. In 2003, he became director of the Southeastern Regional Center for Health Workforce Studies.

Dr. Ricketts works actively in health workforce policymaking and research. He has developed national and state policies governing the distribution of health resources and health care practitioners. Since 2001, he has chaired the Scientific Advisory Committee for the United Health Foundation's America's Health Rankings™. In 2004, he was appointed to a four-year term on the National Advisory Committee on Rural Health and Human Services (U.S. 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. He is a member of the American Public Health Association, AcademyHealth, the Association of American Geographers, and is a fellow of the Royal Geographical Society. Dr. Ricketts has edited two books and multiple articles on the use of geography in health services research and a standard text on rural health, *Rural Health in the United States* (Oxford, 2000). 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 medicine at Northwestern University Feinberg School of Medicine. He joined the Feinberg School's leadership in October 2005. He was recruited from the Medical College of Wisconsin in Milwaukee, where he served as associate professor of family and community medicine and associate dean for faculty affairs.

Author of more than two dozen journal articles, reviews, book chapters, and educational materials, Dr. Robertson is a member of the American Academy of Family Physicians, Society of Teachers of Family Medicine, American College of Physician executives, and National Association of Medical Communicators. Chosen among the "Top Doctors in America" and "Top Family Doctors in America," 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, Dr. Robertson and his fellow members advise Congress and the Department of Health and Human Services on issues related to physician supply and distribution.

Dr. Robertson's interest in medical education has evolved to an international level. He serves as president of the board of the philanthropic Hillside Healthcare International, which established a health clinic in Punta Gorda, Belize, Central America to serve the area residents. Last year, more than 80 medical students from the United States, New Zealand, and the United Kingdom rotated through the clinic. Dr. Robertson was also the only American family physician invited to the Second Annual Four Parties Conference on Family Medicine in Beijing, China, at the behest of the dean of the school of public health at the Capital University of Medical Sciences. The purpose of the meeting was to plan for the implementation of a national system for health care in mainland China centered on the concepts of family medicine. In addition, he was recently invited to join the Education Council at Northwestern University as well as contribute to the international efforts of the medical school in a leadership role.

**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 in the Dartmouth Institute for Health Policy and Clinical Practice (formerly the Center for the Evaluative Clinical Sciences). He also teaches residents and medical students and practices general pediatrics. Dr. Shipman's research is focused on variations in the health care workforce as it relates to access and quality of care, including the primary care-specialty care interface and contributions of our system of medical training to the health care delivery system (and vice versa). He also studies the effects of varied healthcare delivery models on access and quality of care.

Dr. Shipman completed a Robert Wood Johnson Clinical Scholars fellowship at Johns Hopkins School of Medicine, and received his M.P.H. from the Johns Hopkins School of Hygiene and Public Health during this period. Prior to joining the faculty at Dartmouth, Dr. Shipman worked at Doernbecher Children's Hospital in Portland, Oregon where he was an investigator in the Oregon Evidence-based Practice Center, the Oregon Rural Practice-based Research Network, and served as medical director of the Doernbecher Children's Safety Center. He was previously a senior research associate in the Division of Medical Education at the AAMC (Association of American Medical Colleges) in Washington, D.C. He currently receives grant support from the Robert Wood Johnson Generalist Faculty Physician Scholars Program, the Veteran's Affairs Administration, the Centers for Disease Control, and the Health Resources and Services Administration.

Dr. Shipman serves on the Committee on Pediatric Workforce of the American Academy of Pediatrics, and on the Accreditation Review Commission for Physician Assistants. He is a member of the editorial board of the journal *Contemporary Pediatrics*.

**Jonathan Skinner** is a John Sloan Dickey Third Century Professor of Economics at Dartmouth College and a professor in the department of community and family medicine at Dartmouth Medical School, where he works in the Dartmouth Institute for Health Policy and Clinical Practice. He is also a research associate with the National Bureau of Economic Research (NBER) in Cambridge, Mass., and a former editor of the *Journal of Human Resources*. He is the current principal investigator of a program project funded by the National Institute on Aging, "Causes and Consequences of Health Care Efficiency," a recipient of a Robert Wood Johnson Foundation Investigator Award in 2006–08, and was elected to the Institute of Medicine of the National Academy of Sciences in 2007. His research interests include the economics of government transfer programs, technology growth and disparities in health care, and savings behavior of aging baby boomers. Before moving to Dartmouth, he taught at the University of Virginia, Harvard University, and Stanford University.

**Paul C. Tang, M.D., M.S.**, is an internist and vice president, chief medical information officer at the Palo Alto Medical Foundation (PAMF). He is also consulting associate professor of medicine (biomedical informatics) at Stanford University. At PAMF, Dr. Tang is responsible for the electronic health record (EHR) system and an integrated personal health record (PHR) system. PAMF has been using an EHR system since 1999 and deployed its PHR system in 2002. More than 100,000 patients, representing almost 50 percent of PAMF's primary care patients, are actively using the PHR system (PAMFOnline).

Dr. Tang received his B.S. and M.S. degrees in electrical engineering from Stanford University and his M.D. from the University of California, San Francisco. He completed his residency in internal medicine at Stanford University and is a Board-certified practicing Internist. Dr. Tang is an elected member of the Institute of Medicine (IOM) and serves on its Health Care Services Board. He co-chaired the Strategy and Implementation subcommittee of the 1991 Institute of Medicine (IOM) Committee, which recommended that the United States adopt computer-based patient record systems nationwide. He chaired a recent IOM patient safety committee whose reports were published in 2003–2004: *Patient Safety: A New Standard for Care*, and *Key Capabilities of an Electronic Health Record System*. Dr. Tang is a member of a current IOM committee studying the health care workforce implications of an aging American population, whose report will be published soon.

Dr. Tang is immediate past-chair of the board for the American Medical Informatics Association, and is a member of the National Committee on Vital and Health Statistics, a federal advisory committee to the Secretary of Health and Human Services on health information policy. He is a member of Secretary Leavitt's American Health Information Community Consumer Empowerment Workgroup. Dr. Tang chairs the National Quality Forum's (NQF) Health Information Technology Expert Panel and is a member of the NQF Consensus Standards Approval Committee. He chairs the Robert Wood Johnson Foundation's National Advisory Council for ProjectHealth Design (dealing with PHRs) and is also a member of Markle Foundation's Connecting for Health Steering Committee and its Consumer Access Services Work Group.

**Bruce C. Vladeck** rejoined Ernst & Young L.L.P. health sciences advisory services as executive director and senior health policy advisor in September 2007, having completed his 18-month tenure as interim president of the University of Medicine and Dentistry of New Jersey. Prior to joining E&Y in 2004, he was professor of health policy and geriatrics at the Mount Sinai School of Medicine in New York. He is a member of the New York City Board of Health, a trustee of the March of Dimes Birth Defects Foundation, board president of the Medicare Rights Center, and a member of the editorial board of *Health Affairs*.

From 1993 through 1997, Dr. Vladeck was administrator of the Health Care Financing Administration (HCFA). In that position, he directed the Medicare and Medicaid programs, providing health insurance to more than 65 million Americans with combined annual expenditures of more than \$300 billion. Subsequent to his service at HCFA, Dr. Vladeck was appointed by President Bill Clinton to the National Bipartisan Commission on the Future of Medicare.

At the Institute of Medicine of the National Academy of Sciences, to which he was elected in 1986, Dr. Vladeck chaired the Committee on Health Care for Homeless People. Among his many honors and awards, Dr. Vladeck received the 1995 National Public Service Award and the 2005 Robert M. Ball Award of the National Academy of Social Insurance.

**Kelley Withy, M.D., Ph.D.**, is associate professor at University of Hawaii John A. Burns School of Medicine and the director of the Hawaii/Pacific Basin Area Health Education Center (AHEC) director. She received her undergraduate degree from Harvard University; her medical degree from the University of California, San Diego; performed her residency at Long Beach Memorial Family Medicine Residency Program; and recently received her Ph.D. in biomedical sciences at University of Hawaii at Manoa. Her research focuses on health disparities, health workforce assessment, and health careers development.

Dr. Withy has made 50 presentations, authored 30 publications, and received 15 funded grants for projects on predoctoral training, rural health disparities, health careers recruitment, provider retention, cultural factors in medicine, distance learning methods, and community health education. She 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.

## Conference Steering Committee

Sarah Brotherton, PhD  
Director, Data Acquisition Services  
American Medical Association

Tim Dall, MS  
Vice President  
The Lewin Group

Mark Doescher, MD, MSPH  
Associate Professor  
Family Medicine Research Section  
University of Washington

Gaetano Forte  
Director of Information Management  
Center for Health Workforce Studies  
University at Albany, SUNY

Gary Hart, PhD  
Director, and Endowed Chair  
Rural Health Office  
Mel & Enid Zuckerman College of Public  
Health, University of Arizona

Jean Moore, MSN  
Director, Center for Health Workforce Studies  
University at Albany, SUNY

Fitzhugh Mullan, MD  
Murdock Head Professor of Medicine  
and Health Policy  
George Washington University

Holly J. Mulvey, MA  
Director, Division of GME and Pediatric Workforce  
American Academy of Pediatrics

Howard K. Rabinowitz, MD  
Professor of Family Medicine  
Thomas Jefferson University

Thomas C. Ricketts, PhD, MPH  
Director  
ACS Policy Research Institute  
University of North Carolina at Chapel Hill

Paul Henry Rockey, MD, MPH  
Director, Graduate Medical Education  
American Medical Association

Jonathan Weiner, PhD  
Associate Professor of Health  
Johns Hopkins University School of Medicine

