



National Physician Leadership Seminar *Total Cost of Care & Resource Use*

Faculty Biographies

Elizabeth Mitchell

Elizabeth Mitchell is the President and CEO of the Network for Regional Healthcare Improvement. Prior to taking her role with NRHI, Mitchell led the Maine Health Management Coalition and Foundation as CEO since 2008. Under Mitchell's leadership, the Coalition became one of the most successful Regional Health Improvement Collaboratives in the country, implementing innovative programs in quality and cost measurement, employer and consumer engagement, and payment and delivery reform that are widely viewed as models for improving both the quality and affordability of healthcare. At the beginning of 2013, the Coalition was designated as one of the initial four Qualified Entities by the Centers for Medicare and Medicaid Services, enabling the residents of Maine to use Medicare claims data in their efforts to reduce healthcare costs and improve quality. In February 2013, the State of Maine received a \$33 million State Innovation Models grant from the CMS Innovation Center, one of only six states to receive similar funding, based on an application developed jointly by the State and the Coalition. Mitchell has also played a leadership role in national initiatives on healthcare quality and cost through her roles as Chair of the NRHI Board of Directors, as a member of the Board of Directors of the National Quality Forum, as a member of the Coordinating Committee for the Measure Applications Partnership, and as a member of the Board of Directors of the National Business Coalition on Health. In February 2013, she gave invited testimony to the Subcommittee on Health of the U.S. House of Representatives Committee on Energy and Commerce, describing the work that the Maine Health Management Coalition has done to improve the quality and affordability of healthcare in Maine and the role that Regional Health Improvement Collaboratives could play in transforming healthcare nationally. Prior to becoming CEO of the Maine Health Management Coalition, Mitchell worked for MaineHealth, Maine's largest integrated health system, where she led several transparency and quality improvement efforts. She served two terms in the Maine State Legislature, where she chaired the Health and Human Services Committee. She has also held posts at the National Academy for State Health Policy and London's Nuffield Trust. She was selected for an Atlantic Fellowship in Public Policy by the Commonwealth Fund and the British Council. She completed the International Health Leadership Program at Cambridge University's Judge School of Management while pursuing graduate studies at the London School of Economics.

Arnold Milstein, MD, MPH

Dr. Milstein is a Professor of Medicine at Stanford and directs the Stanford Clinical Excellence Research Center. The Center is a collaboration of the Schools of Medicine, Engineering and Business to design and test new health care delivery models that both lower per capita health care spending and improve clinical outcomes. His career and ongoing research is focused on acceleration of clinical service innovations that improve the societal value of health care. He serves as the Medical Director of the Pacific Business Group on Health (PBGH), the largest regional health care improvement coalition in the U.S. He also guides employer-sponsored clinically-based innovation development for Mercer Health and Benefits and chairs the Steering Committee that directs the largest U.S. physician pay-for-performance program, operated by the Integrated Healthcare Association. Previously he co-founded the Leapfrog Group and Consumer-Purchaser Disclosure Project, and served as a Congressionally-appointed MedPAC Commissioner. Citing his nationally distinguished innovation in health care cost reduction and quality gains, he was selected for the highest annual award of the National Business Group on Health (NBGH) and of the American College of Medical

Quality. Elected to the Institute of Medicine (IOM) of the National Academy of Sciences, he chaired the planning committee of its examination of best methods to lower per capita health care spending and improve clinical outcomes. He was educated at Harvard (BA-Economics), Tufts (MD) and (UC-Berkeley (MPH-Health Services Evaluation and Planning).

Michael DeLorenzo, PhD

Michael currently works as Director of Health Analytics at the Maine Health Management Coalition. In this role he has responsibility for developing data based solutions for purchasers and providers of healthcare services, including implementing new data management and reporting systems for the Coalition. Provider reporting includes detailed performance reports to all primary care practices in the state on cost, resource utilization, and quality, as well as public reporting on selected measures. From 2006 to 2010 he worked at Health Dialog where he led domestic US and international predictive modeling activities, developed metrics to measure provider driven variation in the delivery of healthcare services, developed Health Dialog's provider measurement system including metrics for effective care, preference sensitive care, and cost and utilization, and oversaw clinical development staff. Prior to Health Dialog, Michael worked at the Maine Medical Center's Center for Outcomes Research on various research projects including investigations on the relationship between the intensity of diagnostic testing and therapeutic interventions, trauma outcomes, and other provider systems modeling. Before joining the Center for Outcomes Research he was a tenured Professor at the University of Florida. Michael's graduate degree from Cornell University is in Quantitative Genetics.

Rebecca Dugas, MPH

Rebecca Dugas, MPH, is the Manager of ACO and Provider Systems at the Maine Health Management Coalition. Rebecca is responsible for developing and supporting relationships with provider practices, systems, and organizations within Maine as well as facilitating and supporting discussions with purchasers, providers, and accountable care organizations using customized analytics and reporting. Within her role, Rebecca is responsible for the development, implementation, and delivery of Primary Care Practice reports to all primary care practices in the state of Maine. Prior to joining the Coalition, Rebecca was responsible for the design and implementation of clinical outreach programs at Health Dialog. She has a proven track record of working with physicians to translate data into knowledge. Rebecca received her master's in public health from the University of New England and attended Wheaton College in Massachusetts for her undergraduate degree.

Jay Want, MD

Jay Want is the owner and principal of Want Healthcare LLC, and he serves as a Payment and Delivery Reform Consultant for the Network for Regional Healthcare Improvement. He also consults for a wide variety of clients, including the Colorado Foundation for Medical Care, the Center for Medicare and Medicaid Services, and the Robert Wood Johnson Foundation. He served as founding chairman of the board of the nonprofit Center for Improving Value in Health Care (CIVHC), one of NRHI's member Regional Health Improvement Collaboratives, and he currently serves as the Chief Medical Officer for CIVHC.

Michael van Duren, MD, MBA

Michael van Duren, M.D., MBA, serves as Vice President, Clinical Transformation for the Sutter Medical Network (SMN), a network of nearly 5,000 foundation and independent practice association primary care and specialty physicians affiliated with Sutter Health, a Northern California not-for-profit health system. Dr. van Duren uses a grassroots approach to engage physicians in analyzing practice patterns to reduce variation, increase quality and lower costs. Under his leadership, the SMN's clinical variation reduction program has grown to more than 300 projects and \$50 million in savings. He also trains clinicians in leadership, change management and the art of communicating with patients. With more than 15 years of experience as a managed care executive, Dr. van Duren has held leadership roles in hospitals, health plans and physician groups. His previous leadership roles include: Chief Medical Officer for Sutter Physician Services, Vice President of Clinical Services for Hill Physicians Medical Group, Chief Medical Officer for the San Francisco Health Plan, Regional Medical Director for PacifiCare and Medical Director for the Contra Costa Health Plan.

Dr. van Duren serves on the California Association of Physician Group's (CAPG) Quality Performance Committee and serves as co-chair for CAPG's Clinical Leadership Committee. He represents physician organizations on the Integrated Healthcare Association (IHA) Technical Measurement Committee. In addition, he is a member of the Symmetry Medical Advisory Board for OptumInsight. Dr. van Duren is regularly invited to present on the SMN's variation reduction program at national conferences focused on sharing innovative ways to use visual analytics to improve quality and affordability.

Dr. van Duren practiced family medicine and obstetrics for 10 years. He received his medical degree from the University of Pittsburgh School Of Medicine and earned his MBA from the Paul Merage School of Business at the University of California at Irvine. He is a six sigma black belt with advanced training in group process facilitation.

About Sutter Health and the Sutter Medical Network

Sutter Health doctors, not-for-profit hospitals and other health care service providers share resources and expertise to advance health care quality and access in more than 100 Northern California cities and towns. Sutter-affiliated hospitals are regional leaders in cardiac care, women's and children's services, cancer care, orthopedics and advanced patient safety technology. The Sutter Medical Network (SMN) is a physician-driven network of nearly 5,000 medical foundation and independent practice association doctors connected by a common commitment to providing patients the ultimate value: a quality and affordable care experience—when, where and how patients want to receive it.

Melora Simon, MPH

Mrs. Simon is a consultant to the Clinical Excellence Research Center and the project lead for AIM project. Formerly, she was an Expert in McKinsey's Health Systems Institute, where she was responsible for leading product and knowledge development on value in health care. Prior to that, she was an Engagement Manager in McKinsey's health systems and services practice, working with health systems in the US, UK, Australia, Spain, Singapore, and the Middle East. Prior to joining McKinsey, Melora worked for the New York City Health and Hospitals Corporation, where she oversaw the introduction of pay-for-performance programs for chronic disease management in their Medicaid managed care plan. She has held fellowships at the US Department of Health and Human Services and the Urban Institute. She holds a Masters in Health Services Management from Columbia University and a B.A. in Human Biology from Stanford University.

Julia Murphy, MSc

Julia Murphy, MSc is a consultant to the Clinical Excellence Research Center. She was the primary lead for the AIM ambulatory care site visits and now jointly leads the project. She was a 2012-13 U.K. Commonwealth Fund Harkness Fellow in Health Care Policy and Practice working with Dr. Ken Kizer and Dr. Andy Bindman on achieving health care value. Prior to this she was NHS London's head of primary care quality improvement where she designed and guided implementation of the first regional transparency-based primary care improvement initiative for the London district of the NHS. This won the Health Service Journal 2012 award for Enhancing Care with Data and Information Management and was selected by the English NHS for national spread. She also was responsible for the design and execution of programs that rapidly increased childhood immunization uptake across London and that achieved the Accident & Emergency standard in London for the first time ever. Previously, she served as health improvement performance management lead for NHS Health Scotland, where she was responsible for implementing Scotland-wide targets and interventions for health promotion.