

Biographies

Brad Anderson

Retired chief executive officer and vice chairman of the board for Best Buy Co., Inc., a multinational retailer of technology and entertainment products and services. Mr. Anderson began his service with Best Buy in 1973 as a commissioned sales person for the Sound of Music, the precursor to Best Buy.

Founder Dick Schulze recognized the success of Anderson's retail operations expertise and named him vice president in 1981. Anderson worked closely with Schulze on all of the major strategic initiatives that transformed and grew Best Buy, including the move to a non-commissioned store staff and the decision to let customers browse for themselves in warehouse-style stores.

In 1986, Anderson was promoted to executive vice president and was elected to Best Buy's Board of Directors. In April 1991, he was promoted to president and chief operating officer. Anderson was named vice chairman in 2001, and in June 2002, he assumed the position of chief executive officer.

Mr. Anderson earned an associate degree from Waldorf College and a bachelor's degree from the University of Denver.

Kimberly Andre, LPN

Kim is a clinic nurse in the orthopedic center at Mayo Clinic Health System in Eau Claire. She has been working with an orthopedic surgeon for 6 years, and has been a nurse for a total of 31 years. This is her first time doing the Service Collaboration and it has been quite the experience.

Joyce Balls-Berry, PhD, MPE

Joyce Balls-Berry, PhD, MPE, is the Director of the Office for Community Engaged Research in the Center for Translational Science Activities at Mayo Clinic (Rochester, MN). Prior to moving to Rochester, Dr. Balls-Berry completed a post doctoral research fellowship at the University of Florida with joint training in the Center for Health Equity and Quality Research and the Department of Epidemiology and Biostatistics. She has a PhD in Health Education with a concentration in Epidemiology from the University of Toledo and a Master's in Psychiatric Epidemiology from Washington University School of Medicine. Dr. Balls-Berry has worked in the field of health disparities and health services research since 1998 including the University of Missouri Kansas City, Missouri Department of Health (St. Louis Metro AIDS Office), and the University of California, San Francisco (Center for AIDS Prevention Studies and AIDS Policy Research Center). Her research focuses on community engagement with an emphasis on disease prevention, health promotion, and behavior change of underrepresented minorities, patients, health care providers, clinical and community settings.

Melissa Barr

Melissa has eight years' experience with MCHS in Albert Lea, over two of those years has been spent with the Pharmacy department. She provides administrative leadership activities to the retail, hospital, and Cancer Center pharmacies. Her most recent endeavor includes facilitating adult learning, primarily non-traditional teaching and course training, as an adjunct faculty staff member at Riverland Community College with a focus on leadership, quality, and human resources. Melissa's education includes a Masters of Arts in Leadership and Management (finishing as we speak) from Concordia University, St. Paul, MN.

Jyoti Bhagia, MD

Jyoti Bhagia, M.D. is a Board certified Child and Adolescent Psychiatrist in the department of Psychiatry and Psychology at Mayo Clinic, Rochester, Minnesota. Dr. Bhagia has completed her Adult psychiatry as well as Child psychiatry training at Mayo Clinic, Rochester, Minnesota. She is the medical director of the ADHD Clinic in the Division of Child and Adolescent Psychiatry. One of her primary interests is standardizing the care of

ADHD (Attention Deficit Hyperactivity Disorder) in children including assessment and treatment. Dr. Bhagia has received silver-level certification for quality projects at Mayo. Dr. Bhagia is very interested in collaborating with Family Practice and Pediatrics for Child and Adolescent Psychiatry services.

Shivon Boodhoo

Shivon Boodhoo is currently a PhD student in the Health Systems Management Program at New Jersey Institute of Technology (NJIT), Department of Mechanical and Industrial Engineering. Her research focuses on the development of an integrated measure of hospital output which includes all patient care activities at the hospital. Shivon holds a Bachelor of Science in Industrial Engineering and a Master of Science in Engineering Management from NJIT. She has worked in the Pharmaceutical Industry as a designer of global manufacturing metrics for Catalent Pharma Solutions (formerly Cardinal Health, PTS) and currently works at NJIT as the Undergraduate Advisor for Electrical and Computer Engineering.

Kariline E. Bringe

Kariline Bringe is a 3rd year medical student at Mayo Clinic. She received her BA in biochemistry from Washington University in St. Louis. Ms. Bringe was a 2011 American College of Medical Quality Scholar and served as the national chair of professional development for the American College of Medical Quality student and resident section. She is particularly interested in the development of effective medical quality and patient safety curriculum for undergraduate medical students.

Linda Carruthers, RDLD

Linda Carruthers, Registered/Licensed Dietitian, attended South Dakota State University and received a B.S. in Nutrition and Food Science with a major in dietetics. She has been the Dietitian at the Springfield Mayo site since 1995. She also has many years of experience providing services to long term care facilities in the area as well. In Springfield she serves on the Childhood Wellness Task Force and the Employee Wellness committees. She also oversees a weight loss program called "A Healthier Weigh to a Healthier You" and serves on the diabetes education team. Linda and husband Dave are excited for fall to arrive to begin their first time in 8 years with no children in college.

Robert Cima, MD

Dr. Robert Cima is a Consultant in Colorectal Surgery at the Mayo Clinic in Rochester, Minnesota, as well as Vice Chairman of the Department of Surgery for Quality and Safety. He has been at the Mayo Clinic, Rochester, Minnesota, since 2003. A California native, he completed his undergraduate work and medical school in California, obtaining his medical degree from Stanford University. He completed his general surgery training and a research fellowship at Harvard Medical School, Brigham and Women's Hospital. After his residency he completed a fellowship in Colon and Rectal Surgery at the Mayo Clinic, Rochester, Minnesota. He returned to the Brigham and Women's Hospital, Harvard Medical School, as an associate surgeon for two years before returning to Mayo Clinic as a Senior Associate Consultant in Colon and Rectal Surgery. Currently, he holds the academic rank of Associate Professor of Surgery. He is also Vice-chairman of the Department of Surgery for Quality and Safety. His clinical interests include minimally invasive surgery, inflammatory bowel disease, in particular complex Crohn's disease, and complex abdominal wall and parastomal hernia issues. His academic interests include minimally invasive surgery and patient related outcomes from surgery. He also is very active in the surgical quality and safety programs both in the Mayo Foundation as well as nationally. He serves on the NQF Surgical Measures Committee and is actively engaged in research related to systems approach to improving patient safety and outcomes.

Christopher A. Collura, MD

Dr. Collura is a second-year Neonatal Medicine Fellow. His research interests range from basic science work in developmental lung biology to neonatal & pediatrics ethics, especially the ethics of neonatal viability and fetal

surgery. He is completing a Masters in Bioethics during my fellowship and plan to complete a fellowship in Pediatric Palliative Care at the Harvard Palliative Medicine fellowship in 2013 following neonatology training.

David J. Cook, MD

Dr. Cook received his Doctor of Medicine from Jefferson Medical College in Philadelphia, and completed his internship, residency, research training (Cardiovascular Pharmacology) and Cardiovascular Anesthesiology Fellowship at the Mayo Graduate School of Medicine in Rochester, MN.

Dr. Cook is a Professor of Anesthesiology, Mayo Medical School and is the Chair of the Division of Cardiovascular Anesthesia. He is a Fellow of the American Heart Association (FAHA), and was a founding board member of the Society for the Advancement of Geriatric Anesthesia (SAGA). He served a three year term on the Board of Directors of the Society of Cardiovascular Anesthesiologists. He is a member of the Geriatrics Council of FAER, the Foundation for Anesthesia Education and Research. In addition to departmental committees, Dr. Cook has chaired and served on three committees of the American Society of Anesthesiologists (ASA).

Dr. Cook has authored/co-authored 80+ peer-reviewed publications, book chapters and has edited two books (Innovations in Cardiovascular Care - DVD Monograph - 2006 and Cardiopulmonary Bypass, Cambridge University Press, Ed. Ghosh, Falter & Cook - 2009). He is an expert in cerebral blood flow/metabolism and cardiac surgical brain injury and speaks nationally and internationally on anesthesia for cardiovascular surgery. Dr Cook has served on the editorial board of the Journal of Cardiovascular Anesthesiology and is a reviewer for nine journals in Anesthesiology, Cardiothoracic Surgery, and Cardiology.

Over the last three years Dr. Cook has helped lead practice redesign in cardiovascular surgery at Mayo-Rochester.

Stephanie Cunningham Gregor, MSN, RN, CNS

Ms. Cunningham Gregor is the Clinical Nurse Specialist for the Colon/Rectal and General Surgery patient care units of Eisenberg 62 and 52. Ms. Cunningham Gregor received a Bachelor of Science in Nursing degree from the College of St. Catherine, and a Master of Science in Nursing degree with a Clinical Nurse Specialist focus from Winona State University. Her clinical experience includes working as a staff RN and Charge Nurse on Eisenberg 73/93 Hematology/Oncology. Ms. Cunningham Gregor is certified as a Bronze Mayo Quality Fellow.

Patricia Dahl, MA

Patricia (Tricia) Dahl, Associate Clinic Administrator at Mayo Clinic Health System in Albert Lea and Service Excellence and Professionalism and Ethics Administrator for the Mayo Clinic Health System. Have been with Albert Lea for the past 24 years in a variety of roles. Currently directly responsible for the operations of Albert Lea's Express Care and five regional medical clinics, leading service excellence and performance improvement initiatives as well as providing oversight for the Transcription, Medical Information, and Patient Education departments.

Within the Mayo Clinic Health System, partner with Dr. Alan Fleischmann leading the MCHS Service Excellence Committees and representing MCHS in the Mayo Clinic Program on Professionalism and Ethics. Roles include membership on the MCHS Quality Oversight Committee, Mayo Clinic Service Coalition, and the planning team for the Mayo Clinic Service Excellence Collaborative. Received a Bachelor of Arts and Master of Arts in Organizational Management from Concordia University St. Paul, Minnesota.

Eugene (Gene) Dankbar, MSc, MBA

Eugene (Gene) Dankbar is a Healthcare Systems Engineering Analyst in the Division of Systems and Procedures at Mayo Clinic, Rochester, Minnesota. He is part of a team that provides internal business consulting experience.

His work unit, the Value Creation and Diffusion Unit, is charged with helping work units discover new ways to work with patients and internal customers. He is also part of the Quality Academy faculty. Gene has served as faculty on a national collaborative on improving access for patients. Most recently, he was named to the judge's panel for the Minnesota Quality Award.

He has a Master's of Science degree from the University of Minnesota in Industrial Engineering, an MBA from Winona State University and an undergraduate degree in Industrial Engineering from Iowa State University. He is especially interested in bringing together individuals in an atmosphere of collaboration to solve problems that initially seem unsolvable.

Sanchoy Das, PhD

Sanchoy Das is Professor and Director of the Healthcare Systems Management graduate program at the New Jersey Institute of Technology. His research activities are focused on studying the operations productivity of hospitals. Specifically his research group evaluates the impact of information technology, procedural redesign, scheduling methods, and facilities redesign on improved productivity. He has worked closely with several hospitals in New Jersey. He received his Ph.D. in Industrial Engineering and Operations Research from Virginia Tech. In 2009 he received the Special Achievement in Education Award from the Healthcare Planning and Marketing Society of New Jersey (HPMSNJ).

James Dilling, BSIE, FHIMSS, CMPE

Mr. Dilling has been with Mayo Clinic since 1981 and has served as the Senior Administrator for Quality since 2005. He has been instrumental in developing the Quality and Value Strategies pursued by Mayo during this period. This has led to substantive improvements in patient safety and cost reductions. He has been an invited national speaker and published peer reviewed articles on the subject of quality and value creation.

During his years at Mayo Clinic, he has also served in a variety of leadership roles including Section Head, Systems and Procedures and Administrator for the Departments of Surgery, Ophthalmology, Radiology and the Transplant Center. James graduated from Iowa State University with a Bachelor's degree in Industrial Engineering. He is a fellow in the Healthcare Information and Management Systems Society and an MGMA Certified Medical Practice Executive.

Yue Dong, MD

Dr. Yue Dong is a patient safety researcher and educator at the Mayo Clinic Multidisciplinary Simulation Center (MCMSC) and the METRIC (multidisciplinary Epidemiology and Translational Research in Intensive Care) group at the Mayo Clinic Rochester. Dr. Dong is an Assistant Professor of Medicine at the College of Medicine, Mayo Clinic.

His primary research interests are: Using systems engineering approaches (discrete event simulation, etc.) to study and improve provider and system performance of healthcare delivery. Study the effectiveness of simulation-based medical education (SBME) by developing valid outcome assessment instruments, which stretch measurement endpoints from the simulation lab into clinical practice, and provide highly reliable data for decision support and high-stakes testing. Using simulation as a tool, conduct human factor research to study human performance variation under different "stress conditions" (fatigue, cognition, workload, etc.) and conduct usability testing of EMR software, devices and care processes. Beyond conducting several research projects using various medical simulation applications (task, trainers, computer simulation and modeling), Dr. Dong also teaches several simulation courses (central line, airway, sedation, system thinking) at the MCMSC for clinical fellows, residents and medical students. He also serves as a mentor for Mayo Clinic's Critical Care Fellowship Quality Improvement Curriculum and Mayo Medical School's IHI Open School Chapter.

William F. Dunn, MD

Dr. Dunn is Medical Director of the Mayo Clinic Simulation Center and Past President of the Society for Simulation in Healthcare. A practicing pulmonologist and intensive care specialist, he is a Fellow of the American Colleges of Critical Care Medicine and Chest Physicians, as well as having received multiple local awards based on simulation works and leadership. He serves on the simulation society's Accreditation Council, SSH Accreditation Board of Review, and chairs the SSH Systems Integration Accreditation Subcommittee.

Leslie Fedraw, PMP, MT(ASCP)

Since early 1988, Leslie Fedraw has worked as a technologist and supervisor in the Department of Laboratory Medicine and Pathology (1988-2001) and as a Systems Analyst and Project Manager in Systems & Procedures and Quality Management Services (2001- current) at Mayo Clinic, Rochester, Minnesota. She has responsibility for managing projects that identify process changes to make clinical practices safer for our staff and patients and diffuse standard clinical practices across the Mayo Clinic Enterprise. She has worked with dozens of quality improvement initiatives throughout Mayo Clinic Rochester, Arizona, Florida and Mayo Clinic Health System. She is an instructor of Mayo Clinic Risk Management class.

She has a Masters of Arts degree from St. Mary's University in Health and Human Services Administration, and an undergraduate degree in Medical Technology from the University of Mary. She has been a PMI Certified Project Management Professional since August of 2009.

Alan Fleischmann, MD, MMM

Alan Fleischmann is a Medical Vice President of the Mayo Clinic Health System, Franciscan Healthcare, La Crosse and a family physician who practiced in Caledonia, Minnesota MN for 19 years. He has responsibility for Service Excellence for of Mayo Clinic Health System, Franciscan Healthcare, La Crosse and for both Service Excellence and Professionalism for the Mayo Clinic Health System. He received his medical degree from University College Cork of the National University of Ireland in 1975. He did his post graduate training in London at both Guy's Hospital and University College Hospital, becoming a member of both Royal College of Physicians in 1978 and a member of the Royal College General Practitioners in 1980 before coming to Caledonia to join the Franciscan Health System in 1987. Dr. Fleischmann is a Certified Physician Executive and a Senior Bush Medical Fellow. He obtained his Master of Medical Management Degree from the Heinz School of Business of Carnegie Mellon University in 2000. He is a 2005 MacMillan Scholar and in 2007 completed Leadership Black Belt training at the Juran Institute of the Carlson School of Management in Minneapolis, MN.

Grace Gorringer, MS

Grace Gorringer joined Mayo Clinic in 2011 as the administrator of the newly formed Office of Leadership and Organization Development. Prior to this position, Grace worked at Medtronic in Minneapolis MN for 13 years, holding numerous roles, and recently was the Director of Global Leadership and Talent Development.

Prior to joining Medtronic, Grace served as a Senior Consultant for Quantum Performance Group in Minneapolis and has also worked with several health care organizations. She holds a B.S. degree from Michigan State University and the M.S. from the University of Michigan. Grace serves on the Board of Directors of People Incorporated. She also is a member of Wharton's Executive Education Advisory Board, and the Conference Board Leadership Development Council, for which she serves as Executive Chair. She has also previously served on the Board of Directors of Connect, a nonprofit focused on improving relationships and solving problems with the countries of the former Soviet Union.

Bernard Hammes, PhD

Dr. Bernard Hammes is the director of Medical Humanities and Respecting Choices® for Gunderson Health System headquartered in La Crosse, Wis. In this position, he provides educational programs for house staff, medical students, nursing students and physician assistant students. He also provides in-services and

workshops for the medical staff, nursing staff, social workers and the pastoral care department. Dr. Hammes chairs both the Institutional Review Board and Ethics Committee at Gundersen. He serves the role of ethics consultant on the Ethics Committee.

Dr. Hammes' work has been primarily focused on improving care for patients with serious illness. He has developed institutional policies and practices, staff education and patient/community education with a special focus on advance care planning. This work has resulted in two nationally recognized programs on advance care planning: *If I Only Knew...* and *Respecting Choices*. He served as editor for the book *Having Your Own Say: Getting the Right Care When It Matters Most*, which was released in 2012. He has authored or co-authored 42 articles and book chapters that are focused on clinical ethics, advance care planning and care of patients with serious illness. Dr. Hammes is a member of the executive committee of the National POLST Paradigm Task Force and serves as the current past-chair of the Task Force. He is on the board of directors for the Coalition to Transform Advanced Care (C-TAC) and serves as the vice president of the International Society of Advance Care Planning.

Dr. Hammes was awarded the PDIA Palliative Medicine Community Leadership Award by the American Academy of Hospice and Palliative Medicine in 2012. This award recognizes an individual for contributions to the advancement of the field of palliative medicine through the education and training of future leaders. He is professor of Clinical Science at the University of Wisconsin-La Crosse, an associate adjunct professor of the Institute for Health and Society at the Medical College of Wisconsin and a clinical assistant professor in the Department of Pediatrics at the University of Wisconsin School of Medicine and Public Health.

Dr. Hammes was educated at the University of Notre Dame, receiving his bachelor of arts in 1972 and his doctorate in philosophy in 1978. He has taught at the University of Gonzaga in Spokane, Wash., and at the University of Wisconsin-La Crosse.

Nickijo L. Hager, RN, MSN

Ms. Hager has served Mayo Clinic Health System, Franciscan Healthcare in LaCrosse, WI as Vice President of Mission and Organizational Development since 1994. She practiced in a variety of critical care nursing environments for more than a decade progressing steadily in a variety of leadership roles many of which require teaching and training which truly are her passion.

Currently, Ms. Hager grounds her work in organizational development centered around values integration, team development, communication, spirituality and presence as well health care ethics including a 20 year community-based collaborative on end-of-life planning where she participated in developing the original framework for, "Respecting Choices". In addition, she serves as the administrative pair to the chair of the System Ethics Committee.

Ms. Hager holds Bachelor in the Science of Nursing from the University of North Dakota, Grand Forks and a Masters in the Science of Nursing from Marquette University, Milwaukee. In addition, she holds a variety of certifications in Spiritual Direction, Labyrinth Facilitation, Servant Leadership, Leadership Black Belt from University of MN, Carlson School of Business as well as faculty certifications for spirituality in health care (RISEN: Re-Investing in Spirituality and Ethics in our health care Networks), Vitalsmarts toolkits: Crucial Conversations and Influencer and the Mayo Clinic program Teamwork is REAL.

Jack Homer, PhD

Jack Homer, PhD is an internationally recognized expert in System Dynamics simulation modeling, a former faculty member at the University of Southern California, and a full-time consultant to private and public organizations since 1989. His articles on system dynamics applications and methodology are frequently cited. His health-related modeling applications have dealt with chronic disease epidemiology and management, national

and local health reform, healthcare-acquired infections, obesity, diabetes, HIV transmission, antibiotic resistance, work-related burnout, cocaine prevalence, hospital surge capacity, and other topics. His recent clients include the US Centers for Disease Control and Prevention (continuously since 2002), the Veterans Health Administration, the Rippel Foundation of New Jersey, the Wellesley Institute of Toronto, the National Alliance of State and Territorial AIDS Directors, the US Food and Drug Administration, several state and county health departments, and the Ministries of Health of New Zealand and Singapore. In 1997, he received the International System Dynamics Society's Forrester Award for best recent contribution to the field. He was the lead modeler on the CDC-based team that, for policy modeling of diabetes and other topics, received the first-ever national prize of the Applied Systems Thinking Institute in 2008. He is the lead modeler on the team that developed the chronic disease policymaking model known as PRISM, which won the Applications Award of the System Dynamics Society in 2011, the first non-corporate application to win that award. Dr. Homer has a master's in statistics from Stanford University and a PhD in management from MIT, where he studied system dynamics and economics and wrote his dissertation on the adoption and over- and under-utilization of new medical technologies.

Michele Hoover

Michele Hoover is the Section Head of the Value Creation and Practice Convergence Support Units in Systems and Procedures at Mayo Clinic. These units work with subject matter expert teams at an Enterprise level discovering / developing, converging and diffusing best practices, workflows and systems to achieve a single high value clinical practice. Michele joined Mayo Clinic in 2007 as a Quality Improvement Advisor in Quality Management Services where she worked on Rochester and Enterprise wide process improvement initiatives. She has co-led the development and implementation of the Quality Academy, Quality Fellows Program, and the Value Creation roadmap and operational framework. Prior to joining Mayo Clinic, Michele was a Senior Consulting Manager at GE Healthcare Performance Solutions where she led the Lean business unit and managed client engagements focused on bringing GE's process improvement and change management methodologies (Lean Six Sigma, Work-Out and Change Acceleration Process (CAP)) to healthcare organizations. Michele credits her formative experiences in Lean to her work at Toyota Motor Manufacturing in Georgetown, Kentucky in supplier development assisting North American companies in implementing the Toyota Production System and in human resources / organizational development. Her resulting passion from this experience is in developing systems, infrastructure and talent to improve organizational performance.

Michele holds a Master's degree in Human Resource Development from Xavier University and a Bachelor's degree in Mechanical Engineering from Purdue University. Additionally, Ms. Hoover has served on the Board of Examiners for the Malcolm Baldrige National Quality Award, is certified to deliver Toyota Production System courses through Toyota Motor Corporation Japan, and is certified in Change Management through GE and Prosci.

Richard D. Hurt, MD

Dr. Hurt received his M.D. from the University of Louisville (Alumnus Alpha Omega Alpha Award 2008) and did his internal medicine fellowship at Mayo Clinic. He joined the faculty of Mayo Clinic in the Division of Community Internal Medicine in 1976. He served as Division Chair from 1987-1997 and rose to the rank of Professor of Medicine in 1995. Dr. Hurt was the first witness for the State in the historic Minnesota Tobacco Trial, the case that transformed global tobacco control.

Dr. Hurt is Director of the Nicotine Dependence Center which he helped to found in 1988. Since then the Center's Treatment Program staff has treated over 50,000 patients with services ranging from individual counseling to an intensive Residential Treatment Program. Through its Education Program, education services are provided for a range of learners including training and certification for Tobacco Treatment Specialists, the annual conference for healthcare providers and most recently as the Chair of a new initiative called *Global Bridges: Healthcare Alliance for Tobacco Dependence Treatment*. The Research Program staff has conducted scores of research projects. Dr. Hurt is author or coauthor of over 200 scientific publications.

Kimberly Illg

Kimberly Illg is the Service Strategy Coordinator for Mayo Clinic, Rochester. In her role, she supports service improvement across the system. She has been in her current role since joining Mayo in 2007. Prior to working at Mayo, Kimberly worked in the retail industry for 18 years, working for Walmart, Mervyn's and as a Marketing Manager for Target Corporation. She has a bachelor's degree in marketing and management from Mankato State University, graduating in 1990.

Kristine Johnson, MSN, RN

Kristine Johnson, MSN, RN is a Nurse Administrator at Mayo Clinic Rochester. Her work is clinically focused in Surgical Nursing Practice -both inpatient and ambulatory areas.

In addition to her clinical role, Kris works with Kim Illg-Service Coordinator and Dr Rick Locke-Physician Lead for Service at Mayo Rochester. The three of them work as a team to support the service aspects of quality at Rochester, including efforts to raise awareness of the patient experience, including H-CAHPS, and to support improvement efforts in this regard.

Dustin Kuchera

Dustin Kuchera has been a Senior Health Systems Engineering Analyst at Mayo Clinic since 2008. He is certified by ASQ as a Six Sigma Black Belt. Dustin received his B.A. degree in Physics from Gustavus Adolphus College and M.S. degree in Industrial and Systems Engineering from the University of Minnesota, Twin Cities.

Linda LaGanga, PhD

Linda LaGanga, Ph.D., is the Director of Quality Systems & Operational Excellence at MHCD for the Mental Health Center of Denver. In this role, Dr. LaGanga leads and coordinates clinical quality improvement, consumer advocacy, evaluation and research, health information systems management, lean process improvement, spiritual wellness, research and development, system analysis and enhancements of the electronic medical record system, and training and staff development. Dr. LaGanga is also involved in ongoing research and university teaching that focus on quality management and process improvement, management of service operations, and expanding healthcare access. She has authored articles on lean process improvement and clinical appointment scheduling that are published in top academic business journals. Research on no-shows and overbooking has been featured in American Medical News, Wall Street Journal On-line, and Denver Business Journal, Colorado Public Radio, and ReachMD Radio shows.

Dr. LaGanga received her Ph.D. in Operations Research from the University of Colorado-Boulder, an M.A. in Clinical Mental Health Counseling from Rivier College, M.S. in Operations Research & Statistics from Rensselaer Polytechnic Institute, and B.S. in Applied Math and Computer Science from the University of Rhode Island. She is a Licensed Professional Counselor, National Certified Counselor, and certified Mental Health First Aid instructor.

James E. Levin, MD, PhD

James E. Levin, MD, PhD is the Chief Medical Information Officer for Children's Hospital of Pittsburgh of UPMC. In this role, he serves as the physician lead and strategist for a variety of information systems initiatives to support the delivery of safe and effective care. Children's moved to an all digital campus in May, 2009 and became the first pediatric hospital ever recognized at HIMSS analytics Stage 7.

Dr. Levin completed his undergraduate education at Princeton University, went on to receive his MD and PhD in genetics at the University of Chicago, his Pediatrics residency at the University of Michigan and his Fellowships in Pediatric Infectious Disease and Health Informatics at the University of Minnesota. From 1995 through 2006 he served as the Medical Director of Informatics for the Children's Hospital and Clinics of Minnesota.

Dr. Levin is board-certified in pediatric infectious diseases and maintains a clinical practice as an infectious disease consultant. He has faculty appointments at the University of Pittsburgh School of Medicine in the Department of Pediatrics and The Department of Biomedical Informatics. Dr. Levin's research interests focus on the use of analytics to inform and improve EMR implementations, to improve hospital performance, and to look at care effectiveness across a consortium of multiple children's hospitals.

Walter Limehouse MD

Dr. Limehouse practices & teaches emergency medicine at Medical University of South Carolina, Charleston. He graduated from MUSC, completed internship at Hospital of St Raphael/Yale and served in National Health Service Corps before completing residency in pathology at Brown University. He is certified by the American Board of Emergency Medicine. An assistant professor of emergency medicine, his interests include invasive emergency procedures, disaster medicine, and bioethics. He received masters in bioethics from Medical College of Wisconsin. He chairs the Medical University clinical ethics committee and directs the clinical ethics consultation service. He is assistant director of SC Clinical & Translational Research Institute clinical research ethics program and directs research ethics consultations.

Deborah Marshall, PhD, MHSA

Dr. Marshall is an Associate Professor in the Department of Community Health Sciences, University of Calgary, the Director of Health Technology Assessment (HTA) at the Alberta Bone and Joint Health Institute and a member of the McCaig Institute for Bone and Joint Health. Her Canada Research Chair, Health Services and Systems Research is a programme of health technology assessment research involving synthesis of evidence, measurement of preferences, cost-effectiveness analysis, and decision modeling of health systems. Dr. Marshall has research experience in Health Technology Assessment agencies, academic institutions and industry settings in Canada, US and Europe. Dr. Marshall's academic training includes a PhD from the School of Public Health at the University of North Carolina, Chapel Hill as an Alberta Heritage Foundation for Medical Research Scholar, an MSc in Health Services Research (University of Alberta) and a BSc in Biochemistry (University of Toronto).

Key projects funded through Albert Heritage Foundation for Medical Research, the Canadian Institutes of Health Research and the Canadian Arthritis Society focus on understanding patient expectations and preferences for joint replacement surgery and the development of a system dynamics model to inform decisions about health care service delivery for patients with hip and knee osteoarthritis.

Dr. Marshall is an active member of the International Society for Pharmacoeconomics and Outcomes Research as a member of the Patient Preferences Special Interest Group and the President-Elect of the Board of Directors. She was also a member of the Canadian Agency for Drugs and Technologies in Health (CADTH)/National Cancer Institute of Canada Working Group to develop cancer-specific economic evaluation guidelines, and the NCI Clinical Trials and Translational Research Advisory Board Cost-Effectiveness Analysis Working Group. She also serves on the editorial board of the International Journal for Technology Assessment in Health Care and The Patient.

Bobby Milstein, PhD, MPH

Bobby Milstein is Director of ReThink Health Dynamics, a project of ReThink Health, and Director of Systems Strategy and Programs for the Fannie E. Rippel Foundation. Dr. Milstein leads the ReThink Health Dynamics data-based model and game project that is working with regions and leaders across the country to develop interactive simulations that explore the likely impact of policy interventions on health outcomes and costs. He created the Hygeia Dynamics Policy Studio to provide a forum for diverse actors to acquire the foresight and motivation needed to craft powerful responses to pressing priorities and is also a visiting scientist at the MIT Sloan School of Management. From 1991 to 2011, Dr. Milstein worked at the CDC where he founded the Syndemics Prevention Network, chaired the agency's Behavioral and Social Science Working Group, and was coordinator for a wide range of new initiatives. He was the principal architect of the CDC's framework for program evaluation and published a monograph entitled, Hygeia's Constellation: Navigating Health Futures in a

Dynamic and Democratic World, recommended as “required reading for all health professionals.” Dr. Milstein is a co-founder of the annual NIH-CDC Institute on Systems Science and Health, and a co-developer of the HealthBound Policy Simulation Game as well as the Prevention Impacts Simulation Model.

Tarun Mohan Lal, MS

Tarun Mohan Lal works as a Health Systems Engineering Analyst within the Division of Systems and Procedures at Mayo Clinic. At Mayo Clinic, Tarun has worked on multiple projects in the areas of process improvement, capacity planning, IT systems implementation, scheduling and was also involved in developing business plans and strategy for initiatives with significant financial impact. Prior to joining Mayo Clinic he worked as a Research Associate for Watson Institute of Systems Engineering at State University of New York.

Tarun holds a B.S as well as M.S in Industrial Engineering and is currently working on his doctorate in Industrial Engineering. His areas of interest include healthcare systems, operations research, operations management and science of healthcare delivery.”

Timothy I. Morgenthaler, MD

Dr. Morgenthaler is an Associate Professor of Medicine at the Mayo Clinic College of Medicine in Rochester, Minnesota, and a Consultant in the Division of Pulmonary and Critical Care Medicine and the Sleep Disorders Center at the Mayo Clinic. He is a graduate of the Massachusetts Institute of Technology with an undergraduate degree in chemical engineering. He subsequently attended Dartmouth Medical School for his doctorate, had his internship in General Surgery, and then served as a Diving Medical Officer and Undersea Medical Officer for the US Navy while stationed in Pearl Harbor. He completed his internal medicine, pulmonary and critical care fellowships at Mayo Clinic and then joined a private practice in Nashville, Tennessee before returning to Mayo. He has clinical and research interests in sleep-disordered breathing, and in improving quality of care for patients with pulmonary and sleep disorders through technological and systems based approaches. He now serves as the Mayo Clinic Patient Safety Officer, and as Secretary-Treasurer and Board Member of the American Academy of Sleep Medicine.

John Noseworthy, MD

Dr. John H. Noseworthy is President and Chief Executive Officer of Mayo Clinic. He is a professor in the Department of Neurology and has served as medical director of the Mayo Clinic Department of Development and as vice chair of the Mayo Clinic Rochester Executive Board. He recently led the “Mayo Clinic in the Year 2020” task force to help establish long-term institutional direction.

Born in Melrose, Massachusetts, Dr. Noseworthy received the M.D. degree from Dalhousie University in Halifax, Nova Scotia, Canada. He completed his neurology training at Dalhousie University and the University of Western Ontario, and a research fellowship at Harvard Medical School. In 1990 he joined Mayo Clinic and served as chair of the Department of Neurology from 1997 to 2006.

Dr. Noseworthy has specialized in multiple sclerosis (MS) treatment and research for more than two decades. His research focuses on the design and conduct of controlled clinical trials and has been funded by the Medical Research Council of Canada, the Multiple Sclerosis Society of Canada, the National Multiple Sclerosis Society (USA) and the National Institutes of Health. He played a pivotal role in founding the Sylvia Lawry Centre for Multiple Sclerosis Research in Munich, Germany, which advances research into effective therapies for MS. He is the author of more than 150 research papers, chapters and editorials, and is the author or editor of several books including the three-volume textbook *Neurological Therapeutics: Principles and Practice*. From 2007 to 2009 he served as editor-in-chief for *Neurology*, the official journal of the American Academy of Neurology.

Dr. Noseworthy and his wife Patricia have two sons, Peter and Mark.

Maureen O'Brien, PhD

Maureen O'Brien started with Mayo Clinic in the Division of Marketing in March of 2008. She is responsible for patient satisfaction and market research.

Maureen has 15 years of market research experience prior to coming to Mayo, working both as a market research supplier and in the Market Research Department at Gateway computer. Maureen holds a Ph.D. in Applied Social Psychology from Loyola University-Chicago.

Uchenna R. (Uche) Ofoma, MBBS

Dr. Ofoma earned his medical degree from the College of Medicine of the University of Nigeria. He did a part residency in Emergency Medicine in the Republic of Ireland and later completed an internship and internal medicine residency at Maimonides Medical Center in Brooklyn, NY. He holds a Master of Science degree from the Pennsylvania State University and is an Associate Fellow of the Royal College of Surgeons in Ireland and also a Fellow of the American College of Physicians. He is currently a Critical Care Medicine fellow at Mayo Clinic Rochester.

John Osborn, MSc

Mr. Osborn is Operations Manager for general and trauma surgery in the Department of Surgery, and administrator for the Mayo Clinic Trauma Centers. In these roles, he is responsible for day-to-day operations, financial and personnel management, strategic planning and practice development. Prior to joining the Department, he was an analyst in the Division of Systems & Procedures, where he provided health systems engineering support to numerous projects across the institution. He holds the Bachelor of Arts in political science from the University of Notre Dame, and the Master of Science in decision science from the London School of Economics.

Rema Padman, PhD

Rema Padman is Professor of Management Science and Healthcare Informatics in the H. John Heinz III College at Carnegie Mellon University in Pittsburgh. She is also a Thrust Leader of Health Informatics Research at iLab at the Heinz College and has an affiliate appointment as Adjunct Professor in the Department of Biomedical Informatics at the University of Pittsburgh School of Medicine. Professor Padman received B.Tech. in Chemical Engineering from the Indian Institute of Technology, Kanpur, India, PhD in Operations Research from the University of Texas at Austin and National Library of Medicine Senior Fellowship in Applied Informatics, with postdoctoral training at the Center for Biomedical Informatics at The University of Pittsburgh School of Medicine. Dr. Padman's current research examines healthcare operations and decision support, privacy and confidentiality, and process modeling and risk analysis, in the context of information technology interventions in healthcare delivery and management. She has developed and applied optimization, machine learning, statistical and behavioral economics methods for investigating IT interventions in healthcare, such as e-health and chronic disease management. Dr. Padman has served on review panels for the National Science Foundation, the National Institutes of Health and the Medical Research Council in the United Kingdom, and is on the Editorial Board of several journals. She has been a Visiting Professor at Humboldt University in Berlin, Technical University of Munich and Singapore Management University. Her research has been funded by the National Science Foundation, National Library of Medicine, DARPA, the Army Research Office and the Centers for Disease Control.

Carmen Radecki Breitkopf, PhD

Carmen Radecki Breitkopf received her PhD in Psychology from the State University of New York at Albany and completed fellowship training in health psychology research at the University of California, San Francisco. Dr. Radecki Breitkopf joined Mayo Clinic in July 2010 after 10 years on the faculty at the University of Texas in Galveston. She is presently an Associate Professor and Senior Associate Consultant in the Department of Health Sciences Research. Dr. Radecki Breitkopf has led NIH-funded research in the area cervical cancer prevention

among minority and vulnerable populations, and most recently has been involved in efforts to understand and increase minority participation in health research. Dr. Radecki Breilkopf was the first in her family to go to college and holds broad interests in reducing disparities in health that may result from patient-related factors including sociodemographics, English language proficiency, and cultural beliefs about health and disease.

Tom Rohleder, PhD

Dr. Rohleder is a Professor of Health Care Systems Engineering at Mayo Clinic where he joined the Division of Health Care Policy and Research at the Mayo Clinic in 2009. In 2011, Dr. Rohleder was appointed as co-director of the Health Care Systems Engineering Program in the newly formed Center for the Science of Health Care Delivery at Mayo Clinic. He has a Ph.D. in Business Administration, and B.S.B. in Finance from the University of Minnesota. Before obtaining his doctorate, Dr. Rohleder worked in the financial services sector for ITT Commercial Finance Corp., and Northwestern National Life Insurance Co.

Dr. Rohleder has over 40 publications in respected academic journals such as the Journal of Operations Management, Production and Operations Management, and Health Care Management Science. Dr. Rohleder has received over \$450,000 in research funding from a variety of sources including the Natural Sciences and Engineering Research Council of Canada and several major health care organizations. While at the University of Calgary, Dr. Rohleder garnered several research and teaching awards and served as the Associate Dean Research for the business school from 2005-2008. He also co-founded the Healthcare Operational Excellence (HOPE) Lab at the University of Calgary. This lab served as a focal point for faculty and students to obtain research funding and for opportunities to work on applied healthcare projects.

Paula J. Santrach, MD

Dr. Santrach holds multiple quality-related leadership positions including Associate Dean, Mayo Clinic Office of Value Creation; Chair, Clinical Practice Quality Oversight Committee (Mayo Clinic in Rochester); member, Patient Safety Committee of the Minnesota Hospital Association; and Vice Chair, Board of Directors for the Institute for Clinical Systems Improvement. Her primary interest has centered on patient outcomes, particularly inpatient mortality. She practices Transfusion Medicine with a focus on perioperative activities including the use of autologous blood as well as transfusion decision-making. She is an Associate Professor of Laboratory Medicine and Pathology.

Nicole Schluter

Nicole Schluter is currently a Systems and Procedures Trainee at Mayo Clinic where she has led various projects involving process improvement. Prior to joining Mayo Clinic, she received her Master's degree from the University of Wisconsin-Madison in Industrial and Systems Engineering. During her graduate coursework, she studied the use of RFID in the blood transfusion supply chain.

Christine Sinsky, MD

Dr. Sinsky is a general internist at Medical Associates Clinic and Health Plans, in Dubuque, Iowa. She is board certified in internal medicine.

She is a Director with the American Board of Internal Medicine Board, serving on its executive committee. She is a member of the expert panel for the CMS Innovation Center's Comprehensive Primary Care Initiative, is on the editorial board for Family Practice Management and was a co-author of the Institute of Medicine's 2011 report, Health IT and Patient Safety: Building Safer Systems for Better Care. Dr. Sinsky is a fellow of the American College of Physicians and is also a prior member of the National Committee for Quality Assurance Committee on Physician Programs, with oversight of the Patient Centered Medical Home.

A frequent invited lecturer on practice innovation, redesign and the PCMH, Dr. Sinsky has presented to groups including the American College of Physicians, the Institute for Healthcare Improvement and the Patient Centered

Primary Care Collaborative, as well as to private and academic medical centers. Her practice has been a level 3 Patient Centered Medical Home since 2008.

Dr. Sinsky received her bachelor's and medical degrees from the University of Wisconsin and completed her post-graduate residency at Gundersen Medical Foundation/La Crosse Lutheran Hospital, in LaCrosse, Wisconsin, where she served as Chief Medical Resident.

Elizabeth Konkol Strutz, MSIE

Elizabeth Strutz is a Senior Health Systems Engineer with the University of Wisconsin Medical Foundation (UWMF) in the Quality, Safety and Innovation Department. She holds a bachelor's and master's degree in Industrial and Systems Engineering, with a concentration on human factors in healthcare, from the University of Wisconsin-Madison. Prior to working in the healthcare field, Elizabeth held industrial engineering positions at the Wisconsin Alumni Research Foundation and CUNA Mutual Group.

Stephen Swensen, MD, MMM, FACR

Dr. Stephen Swensen is the Medical Director for Leadership and Organization Development and Professor in the Mayo Clinic College of Medicine.

From 2005-2012 he served as the Director for Quality and Associate Dean for Value. Under his leadership the Quality Academy and the Value Creation System were established. Through these programs, mortality has been reduced, quality improved and several thousand staff are trained each year. There are more than 23,000 certified Bronze, Silver and Gold Quality Fellows. A positive financial return for these efforts has been documented.

Dr. Swensen chaired the Department of Radiology from 1998-2006. His leadership team used Lean-Sigma and Baldrige methods to improve the value of care for patients provided by 1,200 staff who performed more than one million exams annually. During his tenure the department was recognized as the #1 Radiology Practice in the country (*Medical Imaging*) and the most Patient-centered (*Diagnostic Imaging*).

Dr. Swensen has served as a Director on the Boards of Luther Middelort Medical Center, Stratis Health and TeraMEDICA and as a member of the Mayo Clinic Management Team, Clinical Practice Committee and the Rochester Executive Operations Team.

He holds a Masters of Medical Management degree from Carnegie Mellon University's Heinz School of Public Policy and Management. He received his MD from the University of Wisconsin. His residency training was at the Mayo Clinic and his Thoracic Radiology Fellowship at Harvard Medical School, Brigham and Women's Hospital.

Dr. Swensen is past President of two international societies, the Fleischner Society and the Society of Thoracic Radiology. He is a member of the Institute for Healthcare Improvement faculty and teaches value creation at the School of Public Health in the University of Minnesota. He served on the US Quality Council. He chaired the American College of Radiology's Quality Metrics Committee and led the RSNA's Continuous Quality Improvement Initiative. He founded the Big Sky Quality Roundtable, the Keystone Quality Officer Group and co-founded the Sun Valley Assembly.

He has been Principal Investigator of three NIH grants related to lung cancer screening with CT and diffuse infiltrative lung disease. He has authored two books and over 130 peer-reviewed articles.

Over the two past decades, Dr. Swensen has started three businesses. He has been married for 34 years and has two children. This year he completed his 34th cross-country skiing marathon.

He has no financial conflicts of interest to declare.

Scott Thoreson, FACHE

Scott attended Minnesota State University – Moorhead, where he received a B.S. in Business Administration. Through the Tri-College System, he also graduated from the Program in Hospital Administration at Concordia College in Moorhead. Scott went on to work at hospitals in Dickinson, North Dakota, and Gaylord, Minnesota, prior to attending the University of Minnesota and obtaining a graduate degree, Master of Hospital Administration. Scott served in various management positions at the St. Cloud Hospital, in St. Cloud, Minnesota, prior to becoming the administrator of the Mayo Clinic Health System in Springfield, Minnesota in 1993. Scott is board certified in health care management as a Fellow in the American College of Healthcare Executives (FACHE). Scott and his wife Gwen have three children in high school and college. Scott's hobbies include camping and biking and he is involved in various community organizations.

Henry H. Ting, MD, MBA

Dr. Ting is a consultant in the Division of Cardiovascular Diseases and Professor of Medicine at Mayo Clinic. He serves as the Medical Director for the Mayo Clinic Quality Academy, Associate Dean for Quality for the Mayo Clinic College of Medicine, Director for Quality in the Division of Cardiovascular Diseases, and Chair of the Mayo Clinic Quality Review Board for Maintenance of Certification. He has previously served as Clinical Practice Chair for the Division of Cardiovascular Diseases (2003-2008). Under his leadership, the Division of Cardiovascular Diseases was awarded the Minnesota Quality Award in 2006 and 2008 (State-level equivalent of the Baldrige Award for excellence).

Dr. Ting's scholarly interests include outcomes research to illuminate gaps in quality of care, quality improvement and implementation research to improve these gaps at the system- and patient-level. He is also involved in patient-centered shared decision making to enhance knowledge transfer and empower patient choice and preferences. Dr. Ting's major contributions to improve health care delivery at Mayo Clinic have included developing vision & strategies as well as leading planning & execution for: (1) Percutaneous coronary intervention without surgery on-site within the Mayo Clinic Health System; (2) Systems of care to improve timeliness and access to reperfusion therapy for patients with ST-elevation myocardial infarction across all Mayo Clinic hospitals in Minnesota, Wisconsin, Iowa, Florida, and Arizona; (3) Administrative program with delegated authority from 24 national certification boards to oversee and award both maintenance of certification and continuous medical education credit for institutional quality improvement projects; and (4) Comprehensive educational curricula to teach all physician and allied staff learners the core knowledge, skills and attitudes for applying quality improvement methods in health care.

Dr. Ting has published more than 100 articles in peer-reviewed journals, and has been a keynote and plenary speaker at national and international conferences on quality of care and outcomes research.

Reed V. Tuckson, MD, FACP

A graduate of Howard University, Georgetown University School of Medicine, and the Hospital of the University of Pennsylvania's General Internal Medicine Residency and Fellowship Programs, Dr. Tuckson is currently Executive Vice President and Chief of Medical Affairs at UnitedHealth Group, a Fortune 25 diversified health and well-being company. As the most senior clinician of UnitedHealth Group, Dr. Tuckson is responsible for working with all the company's diverse and comprehensive business units to improve the quality and efficiency of the health services we provide to the 75 million members we are privileged to serve worldwide.

Formerly, Dr. Tuckson served as Senior Vice President, Professional Standards, for the American Medical Association (AMA). He is former President of the Charles R. Drew University of Medicine and Science in Los Angeles; has served as Senior Vice President for Programs of the March of Dimes Birth Defects Foundation; and is a former Commissioner of Public Health for the District of Columbia.

Dr. Tuckson is an active member of the prestigious Institute of Medicine of the National Academy of Sciences. He was appointed to the National Institutes of Health's Advisory Committee to the Director and the Department of Health and Human Services' Health Information Technology (HIT) Policy Committee -- Enrollment Workgroup. He is past Chair of the Secretary of Health and Human Services' Advisory Committee on Genetics, Health and Society.

Dr. Tuckson currently serves on the Board of Directors for several national organizations including the Alliance for Health Reform; the American Telemedicine Association; the National Patient Advocate Foundation; the Arnold P. Gold Foundation; Project Sunshine; Cell Therapeutics, Inc. and Howard University. Additionally, he serves on several Boards within his local community of Minneapolis, including Big Brothers Big Sisters of the Greater Twin Cities and Minnesota Public Radio.

Dr. Tuckson has also held other federal appointments, including cabinet level advisory committees on health reform, infant mortality, children's health, violence, and radiation testing.

Dr. Tuckson is the author of *The Doctor in the Mirror*, a patient empowerment book and media presentation, which was released in November, 2011. He was also selected as one of *Modern Healthcare/Modern Physician* "50 Most Powerful Physician Executives" in Healthcare in 2009 and 2010.

Dr. Tuckson was named one of *Modern Healthcare*'s "Top 25 Minority Executives" in Healthcare in 2008 and 2010 and to *Ebony* magazine's "2008 Power 150: The Most Influential Blacks in America" list. In May 2010, Project Sunshine honored Dr. Tuckson for his work with children, volunteerism, and social responsibility. In 2011, he was ranked #8 on *Uptown Professional* magazine's list of Top 100 Executives.

Benjavan Upatising

Benjavan Upatising is a second year doctoral student in the School of Industrial Engineering at Purdue University and is a recipient of a four-year Mayo Clinic Healthcare Engineering Fellowship. Her current research involves the use of various analytical techniques to analyze the effects of telemonitoring in older adults with multiple chronic conditions on hospitalizations, ED visits, frailty transitions and value.

She earned a Bachelor's Degree in Industrial Engineering from Purdue University and a Master's Degree in Industrial and Operations Engineering from University of Michigan. Mrs. Upatising has worked in industry for Whirlpool Corporation, Toshiba, and Accenture. Her career path first took her to Michigan and Ohio and then overseas to Thailand, where she employed her expertise as an industrial engineer in operations research, systems simulations and training to address manufacturing, systems and project management issues.

Vonda Wall, RN

Vonda Wall, RN is the Surgical Services Supervisor for Mayo Clinic Health System in Menomonie, WI. She is responsible for day-to-day operations, financial and personnel management & strategic planning for the Day Surgery Unit, Operating Room, Post Anesthesia Care Unit, and Central Services. She also is a member of the MCHS Patient Safety Committee, MCHS General Surgery Council, Mayo Clinic Surgical Nursing Council, and the MCHS Surgical & Procedural Committee.

Thomas Zeltner, MD

Dr. Thomas Zeltner is an international expert leader in public health and health system development, having served as Switzerland's Secretary of Health and Director-General of the Federal Office of Public Health for 19 years. Thomas has been instrumental in promoting and protecting the nation's public health through launching multiple prevention programs and presiding over policy changes to promote a consumer-driven healthcare system. In addition to his current role with the Global Patient Safety Forum, Thomas serves as a Professor of Public Health at the University of Bern and as an advisor in health policies to various international organizations, national governments and private sector entities.

Ying Zhang

Ying Zhang is a graduate student and former NLM Biomedical Informatics fellow in Harvard-MIT Division of Health Sciences and Technology and MIT Department of Electrical Engineering and Computer Science. She works in the Clinical Decision Making Group of Computer Science and Artificial Intelligence Laboratory at MIT. Her research encompasses real-time patient monitoring, development of monitoring algorithms at the bedside, patient-specific modeling, and prediction for glycemic control in critical care. She also enjoys exploring other innovative ways to apply engineering concepts and medical informatics to improving patient care.