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# Evidence-Based Guidelines Affecting Policy, Practice and Stakeholders (E-GAPPS)

**December 10-11, 2012**

THE SECTION ON

**Evidence Based Health Care**

OF THE NEW YORK ACADEMY OF MEDICINE



G-I-N  
North America

**UAMS**



COLLEGE OF MEDICINE

UNIVERSITY OF ARKANSAS FOR MEDICAL SCIENCES

## E-GAPPS CONFERENCE MISSION

To provide a platform for constructive dialogue and collaboration between otherwise disparate perspectives that affect development of evidence-based guidelines, their translation to clinical practice, and their value and impact on health care and patient outcomes.

To illuminate the perspectives, processes, values, principles, and circumstances that collectively impact health care policy and its relationship to scientific evidence and clinical practice guidelines.

To highlight best practices for guideline development, dissemination, and implementation for producing clear, actionable, scientifically sound, and trustworthy guidance that can improve quality of care, reduce unexplained variations, and avoid inappropriate or potentially harmful interventions.

## SPONSORSHIP

“Evidence-based Guidelines Affecting Policy, Practice and Stakeholders (E-GAPPS)” was initiated and is sponsored by Guidelines International Network North America and by the Section on Evidence Based Health Care of The New York Academy of Medicine. It reflects the full support of our host, The New York Academy of Medicine. Co-sponsors of E-GAPPS include the journal *Health Affairs*, a multidisciplinary, peer-reviewed journal dedicated to the serious exploration of domestic and international health policy issues, and the Kaiser Permanente Institute for Health Policy.

## FUNDING

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## CME

This activity has been planned and implemented in accordance with the Essential Areas and policies of the Accreditation Council for Continuing Medical Education through the joint sponsorship of the University of Arkansas for Medical Sciences College of Medicine and The New York Academy of Medicine. The UAMS College of Medicine is accredited by the ACCME to provide continuing medical education for physicians. (AMA Designation)

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## ACKNOWLEDGEMENTS:

The E-GAPPS Planning Committee is extremely grateful to Claudette Dyges-Brown, Elissa Emden, Donna Fingerhut, Francine Leinhardt, and Tawana Wright of The New York Academy of Medicine, Sultana Bracic of Mount Sinai School of Medicine, and Tyler Pertman of University of Calgary for efforts that made this event possible.

## PLANNING COMMITTEE MEMBERS

### **Richard Rosenfeld**

*SUNY Downstate Medical Center  
Chair, G-I-N NA; Co-Chair, E-GAPPS*

### **Peter Wyer**

*New York Academy of Medicine  
Chair, NYAM SEBHC  
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### **Mark Antman**

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### **Sharon Begley**

*Senior Health and Science Correspondent  
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### **Rebecca Burkholder**

*National Consumers League  
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### **Michael Cantor**

*Pfizer, Inc.  
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### **David Davis**

*Association of American Medical Colleges  
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### **Kay Dickerson**

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*McMaster University  
GRADE Working Group*

### **Richard Shiffman**

*Yale University  
Center for Medical Informatics*

### **Sam Shortt**

*Canadian Medical Association  
Dir. Knowledge Transfer and Practice*

## CONFERENCE SCHEDULE AT A GLANCE

<b>Monday, December 10</b>		<b>Tuesday, December 11</b>	
7:30	Registration and Coffee	7:30	Registration and Coffee
8:00	Welcome, Introductory Remarks	8:00	Welcome, Introductory Remarks
8:15	<b>Opening Keynote: David Eddy</b>	8:15	<b>Opening Keynote: Susan Dentzer</b>
8:45	Theme I Plenary Presentations	8:45	Theme III Plenary Presentations
10:00	Break	10:00	Break
10:30	Theme I Breakout Sessions	10:30	Theme III Breakout Sessions
12:00	<b>Lunchtime Keynote: Carolyn Clancy</b>	12:00	<b>Lunchtime Keynote: Susan Pingleton</b>
1:00	Theme II Plenary Presentations	1:00	Theme IV Plenary Presentations
2:30	Break	2:30	Break
3:00	Theme II Breakout Sessions	3:00	Theme IV Breakout Sessions
4:30	Reception	4:30	Adjourn

# SCHEDULE OF DAILY ACTIVITIES

## Monday, December 10

7:30 - 8:00	Lobby 1st Floor	Registration and Coffee
8:00 - 8:15	Hosack Hall 1st Floor	<b>Welcome, Introductory Remarks</b> Co-chairs: <b>Richard Rosenfeld, Peter Wyer</b> , NYAM President: <b>Jo Ivey Boufford</b>
8:15 - 8:45	Hosack Hall 1st Floor	<b>Opening Keynote: David Eddy</b> <i>"Maximizing Guideline Effectiveness for Individual Patients"</i>
8:45 - 10:00	Hosack Hall 1st Floor	<b>Theme I: "From bench to trench: How evidence and guidelines shape health care policy and practice"</b>  <b>Plenary Presentation Speakers:</b> <b>J. Sanford Schwartz</b> <i>"The goals of guidance: Whose needs are addressed, who benefits?"</i> <b>Patrick Conway</b> <i>"Quality indicators versus evidence-based recommendations"</i> <b>Peter Bach</b> <i>"Policy, Guidelines and Disparities"</i>  <b>Plenary Presentation Moderator:</b> <b>Patrice Lindsay</b>
10:00 - 10:30	President's Gallery 1st Floor	Break
10:30 - 12:00	Hosack Hall 1st Floor	<b>Theme I Breakout Session 1: How can health care networks develop policy autonomy within an environment shaped by external mandates?</b> <b>Marguerite Koster, Joanne E. Schottinger, Carla L. Cassidy, Cally Vinz</b>
	Room 20A 2nd Floor	<b>Theme I Breakout Session 2: How can professional medical associations implement best practices when developing guidelines and overcome obstacles?</b> <b>Richard Rosenfeld, Peter Robertson, Stephanie Jones</b>
	Room 440 4th Floor	<b>Theme I Breakout Session 3: How are guidelines for health care policy to be reconciled with guidelines for clinical practice?</b> <b>Louis Jacques, Peter Bach, Patrick Conway</b>
12:00 - 1:00	Reading Room 3rd Floor	<b>Lunchtime Keynote: Carolyn Clancy</b> <i>"Patients at the Center: Guidelines for Effectiveness"</i>
1:00 - 2:30	Hosack Hall 1st Floor	<b>Theme II: "Making clinical practice guidelines trustworthy"</b>  <b>Plenary Presentation Speakers:</b> <b>Gordon Guyatt</b> <i>"Maximizing confidence in evidence"</i> <b>Albert Siu</b> <i>"The Challenge of Transparency"</i> <b>Kay Dickersin</b> <i>"The role of consumers in guideline development"</i>  <b>Plenary Presentation Moderator:</b> <b>Barbara Warren</b>

# SCHEDULE OF DAILY ACTIVITIES

## Monday, December 10 *(continued)*

2:30 - 3:00	President's Gallery 1st Floor	<b>Break</b>
3:00 - 4:30	Hosack Hall 1st Floor	<b>Theme II Breakout Session 1: <i>How to make guidelines actionable</i></b> <b>Richard Rosenfeld, Richard Shiffman</b>
	Room 20A 2nd Floor	<b>Theme II Breakout Session 2: <i>How to develop pragmatic and trustworthy guidelines</i></b> <b>Holger Schünemann, Marguerite Koster</b>
	Room 440 4th Floor	<b>Theme II Breakout Session 3: <i>How to incorporate consumers, including patients, in guideline development</i></b> <b>Rebecca Burkholder, Barbara Warren, Terrie Cowley</b>
4:30 - 5:30	President's Gallery 1st Floor	<b>Opening Reception</b>

## Tuesday, December 11

7:30 - 8:00	Lobby 1st Floor	<b>Registration and Coffee</b>
8:00 - 8:15	Hosack Hall 1st Floor	<b>Welcome, Introductory Remarks</b> Co-chairs: <b>Richard Rosenfeld, Peter Wyer</b>
8:15 - 8:45	Hosack Hall 1st Floor	<b>Opening Keynote: Susan Dentzer</b> <i>"Health Policy and Health Reform"</i>
8:45 - 10:00	Hosack Hall 1st Floor	<b>Theme III: <i>"Minding the message: the senders, givers and users of guideline information"</i></b>  <b>Plenary Presentation Speakers:</b> <b>Otis Brawley</b> <i>"Understanding change from the perspective of advocacy: Interpreting Recommendations in Relationship to Patient Values"</i>  <b>Sharon Begley</b> <i>"What the media does and can do"</i>  <b>Mary Barton</b> <i>"Balancing scientific and social dimensions of guidelines"</i>  <b>Plenary Presentation Moderator:</b> <b>Carol Sakala</b>
10:00 - 10:30	President's Gallery 1st Floor	<b>Break</b>

10:30 - 12:00	Hosack Hall 1st Floor	<b>Theme III Breakout Session 1:</b> <i>How to successfully engage the press in guideline dissemination</i> <b>Sharon Begley, Shannon Brownlee, Sandy Lewis</b>
	Room 20A 2nd Floor	<b>Theme III Breakout Session 2:</b> <i>How to reconcile the consumer perspective with the patient advocate perspective</i> <b>Kay Dickersin, Carol Sakala, Otis Brawley</b>
	Room 440 4th Floor	<b>Theme III Breakout Session 3:</b> <i>How to close the gap between guidelines and clinical education</i> <b>David Davis, Susan Pingleton</b>
12:00 - 1:00	Reading Room 3rd Floor	<b>Lunchtime Keynote:</b> <b>Susan Pingleton</b> <i>"Millennial healthcare education and healthcare delivery"</i>
1:00 - 2:30	Hosack Hall 1st Floor	<b>Theme IV:</b> <i>"Making it happen: adapting, implementing, and tracking"</i> <b>Plenary Presentation Speakers:</b> <b>Ian Graham</b> <i>"Using guidelines: the need for adaptation"</i> <b>David Davis</b> <i>"Regional implementation of guidelines: pearls and pitfalls"</i> <b>Blackford Middleton</b> <i>"Effective use of IT and decision support in guideline implementation"</i> <b>Plenary Presentation Moderator:</b> <b>Maryann Napoli</b>
2:30 - 3:00	President's Gallery 1st Floor	<b>Break</b>
3:00 - 4:30	Hosack Hall 1st Floor	<b>Theme IV Breakout Session 1:</b> <i>How to plan for guideline implementation and sustainability</i> <b>Eddy Lang, Ian Graham, Peter Dayan</b>
	Room 20A 2nd Floor	<b>Theme IV Breakout Session 2:</b> <i>How to facilitate effectiveness of decision support, informatics applications, use of EMR, measure development</i> <b>Michael Cantor, Wiley Chan, Peter Stetson</b>
	Room 440 4th Floor	<b>Theme IV Breakout Session 3:</b> <i>How to overcome barriers to and maximize opportunities for collaboration between guideline developers</i> <b>Amir Qaseem, Craig Robbins, Holger Schunemann</b>
4:30		<b>Adjourn</b>

## E-GAPPS FACULTY AND MODERATORS

### **Peter Bach, MD, MAPP**

***Director, Center for Health Policy and Outcomes, Memorial Sloan-Kettering Cancer Center***

Dr. Bach is funded by the National Institute of Aging, a contract from the NCI, and philanthropic sources. He formerly served as Senior Adviser to the Administrator of the Centers for Medicare and Medicaid Services. He serves on several national committees, including the Institute of Medicine's National Cancer Policy Forum, and the Committee on Performance Measurement of the National Committee on Quality Assurance. He chairs the Technical Expert Panel that is developing measures of cancer care quality for CMS. Dr. Bach's research covers health care policy related to Medicare, racial disparities in cancer care quality, and lung cancer epidemiology. His work in lung cancer epidemiology has focused on the development and utilization of lung cancer prediction models that can be used to determine what lung cancer events populations of elderly smokers will experience over a period of time. His health care policy analysis includes investigations into Medicare's approaches to cancer payment, as well as developing models of alternative reimbursement, payment systems, and coverage policies. Dr. Bach's opinion pieces have appeared in numerous lay new outlets, including the *New York Times*, *the Wall Street Journal*, *Forbes Online* and National Public Radio.

### **Mary Barton, MD**

***Vice President of Performance Management, National Committee for Quality Assurance***

Dr. Barton has broad experience in academia, government and the non-profit sector. Before assuming her current role at the NCQA, she oversaw the scientific support for recommendations as Scientific Director of the United States Preventive Services Task Force at AHRQ. She also served as the director of communications with governmental peers and professional groups in this capacity. Dr. Barton has led research projects using quantitative and qualitative methods related to prevention and screening in primary care settings. As Vice President of Performance Measurement at the National Committee for Quality Assurance, she oversees the development of the HEDIS measure set, coordinates the functioning of the NCQA's Committee on Performance Measurement, and represents the organization in communications with stakeholders including the Center for Medicare and Medicaid Services, physician professional societies, and leaders of health plans, insurance and consumer groups.

### **Sharon Begley,**

***Senior Health and Science Correspondent, Reuters***

Sharon Begley, the senior health and science correspondent at Reuters, was the science editor and the science columnist at *Newsweek* from 2007 to April 2011, and a contributing writer at the magazine and its website, *The Daily Beast*, until December 2011. From 2002 to 2007, she was the science columnist at *The Wall Street Journal*, and previous to that the science editor at *Newsweek*. She has authored and co-authored several books, including *The Emotional Life of Your Brain* (2012), with Richard J. Davidson; *Train Your Mind, Change Your Brain* (2007); and *The Mind and the Brain* (2002), with Jeffrey Schwartz. She is the recipient of numerous awards for her writing, including an honorary degree from the University of North Carolina for communicating science to the public, and the Public Understanding of Science Award from the San Francisco Exploratorium. She has spoken before many audiences on the topics of science writing, neuroplasticity, and science literacy, including at Yale University (her alma mater), the Society for Neuroscience, the American Association for the Advancement of Science, and the National Academy of Sciences.

### **Otis Brawley, MD**

***Chief Medical Officer, American Cancer Society***

Dr. Brawley is professor of hematology, oncology, medicine and epidemiology at Emory University and a member of the Centers for Disease Control and Prevention Breast and Cervical Cancer Early Detection and Control Advisory Committee. He previously was medical director of the Georgia Cancer Center for Excellence at Grady Memorial Hospital in Atlanta, and deputy director for cancer control at Winship Cancer Institute at Emory University. He also served as a member of the Food and Drug Administration Oncologic Drug Advisory Committee and chaired the National Institute of Health Consensus Panel on the Treatment of Sickle Cell Disease. In his role in the American Cancer Society, Dr. Brawley is responsible for promoting the goals of cancer prevention, early detection, and quality treatment through cancer research and education. He champions efforts to decrease smoking, improve diet, detect



cancer at the earliest stage, and provide the critical support cancer patients need. He also guides efforts to enhance and focus the research program, upgrade the Society's advocacy capacity, and concentrate community cancer control efforts in areas where they will be most effective. Further, as an acknowledged global leader in the field of health disparities research, Dr. Brawley is a key leader in the Society's work to eliminate disparities in access to quality cancer care.

### **Shannon Brownlee, MS**

***Director, New America Foundation Health Policy Program***

Shannon Brownlee serves as the acting director of the New America Foundation Health Policy Program in Washington, DC, and an instructor at the Institute for Health Policy and Clinical Practice at Dartmouth Medical School. A nationally known writer and essayist, her work has appeared in *The Atlantic*, *BMJ*, *New York Times Sunday Magazine*, *The New Republic*, *Slate*, *Time*, *Washington Monthly*, *Washington Post*, and many other publications. Her book, *Overtreated: Why Too Much Medicine is Making Us Sicker and Poorer*, published in 2007, was named the best economics book of the year by *New York Times* economics correspondent, David Leonhardt. She is a Woodrow Wilson Visiting Scholar and was a visiting scholar at the National Institutes of Health, Department of Bioethics in 2008-2009. She holds a master's degree in Marine Science from the University of California, Santa Cruz, which named her one of the campus' 45 most influential graduates on the 45th anniversary of its founding.

### **Rebecca Burkholder, JD**

***Vice President of Health Policy, National Consumers League***

The National Consumers League is a national, nonprofit membership organization that has represented consumers and workers since 1899. Ms. Burkholder joined the League in 2001 and coordinates the League's work on various health care issues, including safe use of medication, patient safety, doctor-patient communication, and direct-to-consumer advertising. She is responsible for research on these issues, producing consumer information, and advocating for system changes. She also coordinates Script Your Future, a broad-based public awareness campaign to improve medication adherence. She serves on the National Patient Safety Foundation Board of Governors, the Consumers United For Evidenced-Based Health Care Steering Committee, the National Council for Patient Information and Education Board and the Guidelines International Network North America Steering Group. Ms. Burkholder testifies before U.S. government agencies on consumer health issues, and speaks at conferences across North America. Ms. Burkholder graduated with high honors from Georgetown Law Center, and is a member of the Washington, DC bar.

### **Michael Cantor, MD, MA**

***Assistant Professor of Medicine, NYU School of Medicine, and Senior Director, Clinical Informatics and Innovation, Pfizer, Inc.***

Evidence-based medicine (EBM) has been a core focus of Dr. Cantor's clinical, informatics, and research activities. During his time at Beth Israel, he was faculty for the EBM course for the medical residents. At Bellevue, in addition to teaching residents, Dr. Cantor also helped develop clinical decision support systems to promote EBM in practice. At Pfizer, he is a member of the comparative effectiveness methods committee, has been active in using EHRs for clinical research, and has worked on challenges related to implementing EBM using EHRs. As part of The New York Academy of Medicine's Section on Evidence-Based Healthcare, Dr. Cantor organized a panel around "The Politics of Evidence," with representatives from the USPSTF, Columbia University, the Susan B. Komen Foundation, the *New York Times*, and the Commissioner of Health of New York State. This panel served as a pilot for the E-GAPPS conference design.

### **Carla L. Cassidy, RN, MSN, NP**

***Director, Evidence-Based Practice Program, Office of Quality, Safety and Value, US Department of Veterans Affairs***

Ms. Cassidy has held her position with the USDVA for the last 8 years, and is a retired veteran of the US Army, where she started her work with the newly developed VA/DoD Evidence-based Practice Workgroup on development of clinical guidelines for the Department of Defense. She is a Certified Adult Nurse Practitioner specializing in internal medicine and cardiology. The VA guideline program develops evidence-based guidelines and facilitates ongoing implementation of evidence-based guidelines in clinical practice, as well as VA/DoD initiatives related to health promotion, disease prevention and wellness. The program also makes recommendations to VHA for clinical research and clinical performance measurement.

## **Wiley Chan, MD**

***Clinical Lead, Electronic Clinical Decision Support, Kaiser Permanente National Care Management Institute***

Dr. Chan graduated from the University of Michigan Medical School and trained in General Internal Medicine at the UCLA Medical Center. He joined Kaiser Permanente, Northwest (KPNW) as a General Internist in 1984 and remains in clinical practice there. Dr. Chan served as Director of the Cholesterol Management Clinic for KPNW in the late 1990s and joined the Kaiser Permanente Southern California Dyslipidemia Guideline Development Team in 1999. He was appointed as Director of Guidelines and Evidence-Based Medicine for KPNW in 2002 and joined the Kaiser Permanente Care Management Institute as an Evidence-Based Medicine Methodologist in 2003. Dr. Chan has co-chaired the Kaiser Permanente inter-regional Dyslipidemia Guideline since 2006. His work focuses on population-based care in KPNW, in the arenas of dyslipidemia, diabetes, and cardiovascular diseases, and in implementing evidence-based guidance into Kaiser Permanente's electronic medical record systems. He serves as Clinical Lead for Electronic Guidelines at the Care Management Institute. Dr. Chan joined the National Heart, Lung and Blood Institute Expert Panel on Cardiovascular Disease Risk Reduction and the Implementation Work Group in 2008.

## **Carolyn Clancy, MD**

***Director, Agency for Healthcare Research and Quality***

Dr. Clancy was appointed Director of the Agency for Healthcare Research and Quality (AHRQ) on February 5, 2003, and reappointed on October 9, 2009. Prior to her appointment, Dr. Clancy was Director of AHRQ's Center for Outcomes and Effectiveness Research. Dr. Clancy, a general internist and health services researcher, is a graduate of Boston College and the University of Massachusetts Medical School. Following clinical training in internal medicine, Dr. Clancy was a Henry J. Kaiser Family Foundation Fellow at the University of Pennsylvania. Before joining AHRQ in 1990, she was also an assistant professor in the Department of Internal Medicine at the Medical College of Virginia. Dr. Clancy holds an academic appointment at the George Washington University School of Medicine (Clinical Associate Professor, Department of Medicine) and serves as Senior Associate Editor for the journal *Health Services Research*. She serves on multiple editorial boards, including *Annals of Internal Medicine*, *Annals of Family Medicine*, *American Journal of Medical Quality*, and *Medical Care Research and Review*. Dr. Clancy is a member of the Institute of Medicine and was elected a Master of the American College of Physicians in 2004. In 2009, she was awarded the William B. Graham Prize for Health Services Research.

## **Patrick Conway, MD, MSc**

***Chief Medical Officer for the Centers for Medicare & Medicaid Services (CMS); Director, Center for Clinical Standards and Quality***

Dr. Conway is Chief Medical Officer for the Centers for Medicare & Medicaid Services (CMS) and Director of the Office of Clinical Standards and Quality. This office is responsible for national quality measures for CMS, value-based purchasing programs, quality improvement programs, clinical standards and survey and certification of Medicare and Medicaid health care providers, and all Medicare coverage decisions for treatments and services. Previously, Dr. Conway was Director of Hospital Medicine and an Associate Professor at Cincinnati Children's Hospital. He directed Outcomes Performance for that institution and was responsible for measurement and for facilitating improvement of health outcomes across the health care system. Dr. Conway was Chief Medical Officer at the Department of Health and Human Services (HHS) in the Office of the Assistant Secretary for Planning and Evaluation. In 2007-08, he was a White House Fellow assigned to the Office of Secretary in HHS and the Director of the Agency for Healthcare Research and Quality. He also served as Executive Director of the Federal Coordinating Council on Comparative Effectiveness Research following passage of the Recovery Act. Dr. Conway completed a Master's of Science focused on health services research and clinical epidemiology at the University of Pennsylvania and Children's Hospital of Philadelphia. He was a management consultant at McKinsey & Company, serving senior management of health care clients on strategy projects. He has published many scholarly articles in journals such as *JAMA*, *New England Journal of Medicine*, *Health Affairs*, and *Pediatrics*.

## **Terrie Cowley**

### ***President and Co-founder, TMJ Association***

Terrie Cowley received a BA from Millsap College, Jackson, MS in the field political science and studied government affairs at Harvard. Ms. Cowley's enduring work and dedication has been instrumental in increasing awareness of the needs of TMJ patients among key groups, including the public, patients, health care providers, policymakers, Congress, the National Institutes of Health (NIH), and media. Ms. Cowley has served as a FDA patient representative since 2000. Through her leadership, The TMJ Association works toward its goal to establish safe and effective means of diagnosis, treatment, and ultimately prevention of Temporomandibular Disorders.

## **Dave Davis, MD, CCFP, FCFP**

### ***Senior Director, Continuing Education and Performance Improvement Association of American Medical Colleges***

Dr. Davis has a long history of accomplishments as an educator with specific interest in guideline development and implementation. He leads continuing health care education (CE) and improvement for the AAMC. In the course of a 40 year career as a family physician in Ontario, Canada, he served as chairman of an all-staff inter-professional CE program at a community hospital and as director of Continuing Medical Education and subsequently chair of continuing education at McMaster University's Faculty of Health Sciences. Dr. Davis was associate dean of continuing education and founded the Knowledge Translation Program at the University of Toronto. He also served as chairman of Ontario's Guidelines Advisory Committee and developed a comprehensive competency assessment program for the provincial licensing body. He has acted as PI, Co-PI or investigator on CE related grants totaling several million dollars. He has published over 100 peer-reviewed papers, dozens of abstracts, book chapters, and two major books on CME practices. Dr. Davis' 1995 JAMA systematic review of the effect of CME interventions is widely cited as a seminal study in this field. He has served as chair of the Board of Trustees of the Guidelines International Network.

## **Peter Dayan, MD, MS**

### ***Associate Professor of Clinical Pediatrics, Columbia University College of Physicians and Surgeons***

Dr. Dayan has been the principal investigator, co-investigator, or senior investigator on numerous published observational and interventional clinical research studies and is currently the Chair of the Pediatric Emergency Care Applied Research Network (PECARN) Steering Committee. His research contributions and interests include the development of prediction rules to identify children at low risk for significant but uncommon illnesses. Particular areas of focus are head trauma, the management of infants with fever and urinary tract infections, and the management of children with seizures. In addition to clinical research, Dr. Dayan has been a leader in Pediatric Emergency Medicine with respect to the dissemination of the principles of evidence-based medicine, with the overall goal of bridging the gap that exists between research findings and clinical practice. Dr. Dayan's efforts include initiating, organizing, and tutoring multi-day national workshops, rating the quality of published literature for the McMaster Online Rating of Evidence, and helping develop computer-based tools for education.

## **Susan Dentzer**

### ***Editor-in-chief, Health Affairs***

Susan Dentzer has been editor-in-chief of *Health Affairs*, the nation's leading peer-reviewed journal on U.S. and international health, health care, and health policy, since 2008. A highly respected health and health policy journalist, she is an on-air analyst on health issues with the *PBS NewsHour*, and a frequent guest and commentator on such National Public Radio shows as *This American Life* and *The Diane Rehm Show*. Ms. Dentzer is an elected member of the Institute of Medicine and of the Council on Foreign Relations. At *Health Affairs*, which has been described by the *Washington Post* as the "Bible" of health policy, Ms Dentzer oversees the journal's team of 40 editors and other staff in producing the monthly publication and website. From 1998 to 2008, as on-air Health Correspondent at *PBS News Hour*, she led the show's unit providing in-depth coverage of health care and health policy. Earlier she was chief economics correspondent and economics columnist for *U.S. News & World Report* and a senior writer at *Newsweek*. Her writing earned her a Nieman Fellowship at Harvard University, and a U.S.-Japan Leadership Program Fellowship. Ms Dentzer is an elected member of the National Academy of Social Insurance, a fellow of the Hastings Center, and a member of the Board of Directors of Research!America. She is also a member of the Board of Overseers of the International Rescue Committee, and chairs the IRC board's Program Committee. She formerly served on the Board of Directors of the Global Health Council and was its chair from 2008-2010.

## **Kay Dickersin, PhD**

***Professor and Director, Center for Clinical Trials, Johns Hopkins Bloomberg School of Public Health; Director, U.S. Cochrane Center***

Dr. Dickersin is Professor at the Johns Hopkins Bloomberg School of Public Health and Director of the Center for Clinical Trials and Director of the U.S. Cochrane Center (USCC), one of 13 Centers worldwide participating in The Cochrane Collaboration. The USCC supports Consumers United for Evidence-based Healthcare (CUE), a partnership with health and consumer advocacy organizations, started in 2003. Over the past 20+ years, Dr. Dickersin has taught courses on evidence-based health care, epidemiology, clinical trials and systematic reviews for scientists, consumers, and others. In 1994-5, she developed the original Project LEAD science curriculum for the National Breast Cancer Coalition, a course that has been expanded and refined over the past 15 years. With Musa Mayer, she co-developed the CUE-USCC online course for consumer advocates "Understanding Evidence-based Healthcare: A Foundation for Action." She received her MA in Zoology (Cell Biology) from the University of California Berkeley in 1975 and her PhD in Epidemiology from Johns Hopkins University, School of Hygiene and Public Health in 1989. Her major research interests are related to randomized clinical trials, trials registers, systematic reviews, publication bias, and evidence-based health care.

## **David Eddy, MD, PhD,**

***Founder and Chief Medical Officer Emeritus, Archimedes, Inc.***

Dr. Eddy started his career as a Professor of Engineering and Medicine at Stanford, and the J. Alexander McMahon Professor of Health Policy and Management at Duke University. He received his MD from the University of Virginia and his PhD in Engineering-Economic Systems (Applied Mathematics) from Stanford. Starting in the 1980s, Dr. Eddy wrote seminal papers on mathematical modeling, guidelines, and evidence in medical decision making, and was the first to use and publish the term evidence-based. He pioneered the theory and applications of evidence-based guidelines over the same period. Dr. Eddy is the author of five books more than 100 first-authored articles, including a series of 30 essays for the *Journal of the American Medical Association*. His writings span from technical mathematical theories to broad health policy topics. David has received top national and international awards in ten fields including operations research and management sciences, health technology assessment, environmental sciences, health care quality, outcomes research, pharmacoeconomics research, and managed care pharmacy. Dr. Eddy has been elected or appointed to more than forty national and international boards and commissions including Consumers Union, the National Board of Mathematics, the World Health Organization Panel of Experts, The Blue Cross Blue Shield Medical Advisory Panel, and the National Committee for Quality Assurance. He is a member of the Institute of Medicine/National Academy of Sciences.

## **Ian Graham, PhD**

***Associate Professor, School of Nursing, Faculty of Health Sciences, University of Ottawa***

Dr. Graham is a Medical Research Council of Canada Scholar and Canadian Institute of Health Research (CIHR) New Investigator and was also previously an Ontario Ministry of Health Career Scientist. He finished a term as vice-president in charge of knowledge translation research for the Canadian Institute for Health Research in 2012. He was previously awarded a Medical Research Council of Canada Post Doctoral Fellowship and an NHRDP National Health PhD Fellowship. Much of Dr. Graham's research focuses on studying the process of research use and conducting applied research on strategies to increase implementation of evidence-based practice. Dr. Graham's knowledge translation research interests include research utilization, translation, and implementation. He also conducts research concerning practice guideline quality appraisal, evaluation, adaptation, and implementation as well as physicians' attitudes toward decision support technologies and patient-practitioner decision making. He is the co-editor of a leading textbook on knowledge translation and is the Principal or Co-Principal of three CIHR-funded grants investigating the knowledge translation activities of Canadian researchers and funding agencies.

## **Gordon Guyatt, MD, MSc**

***Distinguished Professor, Department of Clinical Epidemiology & Biostatistics and Department of Medicine, McMaster University***

Dr. Gordon Guyatt is an internationally renowned medical researcher who has published over 850 peer-reviewed articles in medical journals that have been cited over 50,000 times. Dr. Guyatt is one of the founders of evidence-based medicine and led the Evidence-Based Medicine Working Group, which authored a landmark series of articles in *JAMA* starting in 1993. These articles, and a subsequent bound volume based on them, served as a model for integrating principles of evidence-based practice into medical education. Dr. Guyatt has provided leadership in developing the methods for evidence-based practice guidelines and is a co-founder and co-chair of the Grading Recommendations Assessment, Development, and Evaluation (GRADE) working group. These methods include systematic reviews of the medical literature, and the application of results of these reviews to the development of practice guidelines and to patient care.

## **Louis B. Jacques, MD**

***Director, Coverage and Analysis Group, OCSQ, CMS***

Dr. Jacques joined CMS in 2003 and has been director of the Coverage and Analysis Group (CAG) since October 2009. CAG reviews evidence, develops Medicare national coverage policy, and leads the Coverage with Evidence Development (CED) and FDA CMS Parallel Review initiatives. From 2004 through 2009 Dr. Jacques was Director of the Division of Items and Devices within CAG. Prior to his arrival at CMS, he was the Associate Dean for Curriculum at Georgetown University School of Medicine and served on a number of university committees including the Executive Faculty, Committee on Admissions, and the Institutional Review Board. He also worked in the Palliative Care program at Georgetown's Lombardi Cancer Center, covered the gynecologic oncology service, and made home visits as a volunteer physician for a hospice on the Maryland Eastern Shore. Dr. Jacques started his clinical career in 1985 as a National Health Service Corps physician in an Iowa community health clinic.

## **Stephanie L. Jones, BS**

***Director, Research and Quality Improvement, American Academy of Otolaryngology - Head and Neck Surgery Foundation***

Ms. Jones has thirteen years progressive health care experience in the roles of guidelines developer (AAO-HNSF), administrator of the Otolaryngology research grants (AAO-HNSF), business analyst for the NCDR<sup>®</sup> ACTION Data Registry (ACC), grant writer and administrator for learning collaboratives focused on Diabetes and Hypertension (AMGA), and the acquisition, cleaning, DRG grouping, JCAHO reporting, and benchmarking of pediatric inpatient datasets (NACHRI).

## **Marguerite Koster, MA**

***Practice Leader, Technology Assessment & Guidelines Unit, Kaiser Permanente, Southern California Permanente Medical Group***

Ms. Koster is the Practice Leader of the Technology Assessment & Guidelines Unit within the Southern California Permanente Medical Group. Her staff of 10 evidence specialists systematically review and critically appraise scientific evidence in support of Kaiser Permanente's clinical practice guideline, medical technology assessment, and health system implementation programs. Ms. Koster is a member of the KP Southern California Medical Technology Assessment Team and Deployment Strategy Team, the KP Interregional New Technologies Committee (INTC), the KP National Guideline Directors, and the KP Guideline Quality Committee. She has a long history of collaboration with other health care organizations, medical and professional societies, and accreditation groups, in the areas of systematic review methodology, evidence-based clinical guideline development, technology assessment, and performance measurement. She was a member of the Institute of Medicine's Committee on Standards for *Systematic Reviews* of Comparative Effectiveness Research, which published the report, *Finding What Works in Health Care: Standards for Systematic Reviews*. She also was a reviewer of the IOM Report, *Clinical Practice Guidelines We Can Trust*. She is a member of the Joint Commission's Osteoporosis Technical Advisory Panel.

## **Eddy Lang, MD**

***Senior Researcher, Associate Professor, Division of Emergency Medicine, University of Calgary***

Dr. Lang's role within Alberta Health Services and the University of Calgary is dedicated to the development of capacity and infrastructure for research activities in Emergency Medicine as well as the forging of fruitful interdisciplinary collaborations in research. Previously he developed a 15-year career as an academic emergency physician at McGill University in Montreal. Dr. Lang's primary research has been in Knowledge Translation. He was the principal co-chair of the 2007 Academic Emergency Medicine Consensus Conference on "Knowledge Translation and Emergency Medicine" funded by AHRQ, NIH and the Canadian Institutes of Healthcare Research. That conference subsequently served as a conceptual template for similar initiatives in other specialties, including the AHRQ funded "COPD Outcomes-based Network for Clinical Effectiveness and Research Translation (CONCERT)" program. He developed and coordinates the KT track within the AHRQ-funded Teaching Evidence Assimilation for Collaborative Health Care program of The New York Academy of Medicine and is a Fellow of the Academy.

## **Patrice Lindsay, RN, PhD**

***Director of Performance and Standards, Canadian Stroke Network***

Dr. Lindsay leads the development of stroke best practice guidelines for the Canadian Stroke Strategy and collaborates on related national and international stroke and cardiovascular guideline initiatives. She has developed a performance measurement model for stroke care across Canada and is involved in ongoing stroke surveillance and the development of benchmarks. Dr. Lindsay is Associate Investigator within the Ottawa Health Research Institute and currently the Principal Investigator for an extensive National Report on Stroke and national stroke chart audit. She is an appointed member of the Canadian Task Force for Preventative Health Care.

## **Blackford Middleton, MD**

***Corporate Director, Clinical Information Systems Research and Development (CIRD), Partners HealthCare System***

Dr. Middleton is Assistant Professor of Medicine at Brigham and Women's Hospital, Harvard Medical School, and a Lecturer in Health Policy and Management at the Harvard School of Public Health. He is also adjunct faculty at the Technische Universität München, Graduate School of Information Science in Health, Munich, Germany, and the Clinical Excellence Research Center at Stanford. He leads Partners' enterprise clinical informatics infrastructure development, software product design for their EMR and patient portal, enterprise clinical decision support and knowledge management services, nursing informatics tools, and conducts clinical informatics research. Dr. Middleton serves as Fellowship Program Director for CIRD Fellows at the NLM sponsored Boston-area Informatics Research and Training Fellowship Program. From 1992 to 1995, Dr. Middleton was Medical Director of Information Management and Technology at Stanford University Medical Center. He was Senior Vice President for Clinical Informatics and Chief Medical Officer for MedicalLogic/Medscape, a provider of electronic medical records software (Logician™), professional and patient portals, and AboutMyHealth.com from 1995 to 2001. He then joined the Brigham & Women's Hospital Division of General Internal Medicine, and the faculty of Harvard Medical School. He has over 300 publications and invited national and international presentations on electronic and personal health records, clinical decision support, and related policy and technical issues. Dr. Middleton has served on the National Committee of Vital and Health Statistics (NCHVS), and also serves on the Quality, and Population NCVHS sub-committees. He serves and has served on many other private and public policy and management committees and boards. He is Principal Investigator for the Clinical Decision Support Consortium project.

## **Maryann Napoli**

***Associate Director, Center for Medical Consumers, New York City***

Ms. Napoli is the webmaster and writer of the CMS Web site's articles. Napoli has recently served as the public representative on the Lung Screening Guidelines Committee, sponsored by the American College of Chest Physicians. She is an unpaid contributor to the Cochrane Collaboration. Ms Napoli currently serves on a Cochrane committee that is working on ways to improve the plain language summaries of Cochrane reviews and is a member of Consumers United for Evidence-based Healthcare, a consumer coalition formed under the auspices of the U.S. Cochrane Center.

## **Susan Pingleton, MD**

***Chair, Internal Medicine, University of Kansas Medical Center***

Susan Pingleton knows what it is like to face open heart surgery, and that knowledge has shaped her approach to medicine and her medical specialty-pulmonary critical care. She has been a leading contributor to medical education at Kansas Medical School where she serves as Chair of the Faculty Council and a member of the University's Physicians Board of Trustees and the Executive Medical Staff. She also serves as director of the Medical Intensive Care Unit, and is a member of the Graduate Medical Education Committee. She received her medical degrees from the University of Kansas in 1972, and was one of 5 or 6 women in a class of 140 in medical school. After internship, residency, and fellowship training at the University of Kansas Medical Center she served as a professor of medicine and head of the division of pulmonary disease at the University of Missouri-Kansas City School of Medicine, before returning to the University of Kansas in 1982 to become director of clinical investigations in the division of pulmonary and critical care medicine as well as an associate professor of medicine. She is widely published and serves as a reviewer on several medical journals, including the *New England Journal of Medicine*. She has served as President of the American College of Chest Physicians. She is currently involved in critical care of patients with end-stage pulmonary disease and in teaching future pulmonary physicians ways improving the delivery of health care.

## **Amir Qaseem, MD, PhD, MHA, FACP**

***Director, Department of Clinical Policy, American College of Physicians***

Dr. Qaseem is responsible for leading the American College of Physicians' evidence-based medicine and clinical practice guidelines program, including writing of the clinical guidelines, and overseeing the College's Clinical Guidelines Committee. He directs the ACP's Performance Measurement program and is responsible for ACP's Performance Measurement Committee as well as development and implementation of ACP's quality improvement and educational programs. Dr. Qaseem was previously affiliated with the Pennsylvania State University, where he taught courses on health policy, medical epidemiology, and health care medical needs. Dr. Qaseem is currently affiliated with the Jefferson Medical College. Dr. Qaseem's current research interests include improving quality of clinical care and implementation of clinical guidelines using evidence-based information, comparative effectiveness, and cost effectiveness analysis, practice improvement, studying impact of Medicare and Medicaid reimbursement on supply of various health care services, level of staffing and team-based approach and its linkage with the quality of care issues. Papers authored by Dr. Qaseem are in the top ten most read articles in the *Annals of Internal Medicine*, and he has presented at numerous national and international conferences on issues related to health policy, evidence-based medicine, guideline development, guideline and evidence grading, and topics associated with access and quality of care. Dr. Qaseem is chairman of the Board of Trustees of Guidelines International Network and is on governance boards and committees of various other organizations.

## **Craig Robbins, MD, MPH**

***Medical Director, Evidence Based Practice, Kaiser Permanente National Care Management Institute***

Dr. Craig Robbins has been a family physician with the Colorado Permanente Medical Group (CPMG)/Kaiser Permanente (KP) since July 1998 in KP Colorado and currently serves as the Medical Director, Clinical Guidelines. At the KP National level, Dr. Robbins serves as the Medical Director of the Center for Clinical Information Services in the KP Care Management Institute (CMI). In his CMIO role, he is the lead physician for the KP National Guidelines Program, which became an organizational member of the Guidelines International Network in 2010. He is a past chair of the CPMG Board of Directors (2007-8). He was the Physician Lead for Clinical Content development during KP Colorado's implementation of the KP HealthConnect EMR (2003-5). Dr. Robbins received his BS (1990) and MD (1993) from the University of Michigan and his MPH (1998) from the University of Pittsburgh. He completed his Family Medicine Residency (1993-6) at the University of Virginia and a Faculty Development Fellowship (1996-8) at the University of Pittsburgh Medical Center-St Margaret Hospital in Pittsburgh, PA. He is married and has four children (ages 10-13 years) who enjoy growing up with the Rocky Mountains as their playground.

## **Peter Robertson, MPA**

**Senior Manager, Research and Quality Improvement, American Academy of Otolaryngology – Head and Neck Surgery Foundation**

Mr. Robertson has three years of progressive health care experience as a clinical practice guideline developer (AAO-HNSF), statistical analyst of national level patient experience survey data, and developer and implementer of performance measures (Care Quality Commission in London).

## **Richard Rosenfeld, MD,MPH**

**Professor and Chairman, Department of Otolaryngology, SUNY Downstate Medical Center**

Dr. Rosenfeld is co-chair of the E-GAPPS conference, Senior Advisor for Guidelines and Quality for the American Academy of Otolaryngology – Head and Neck Surgery (AAO-HNS), and also serves as Editor in Chief of the Academy journal, *Otolaryngology – Head and Neck Surgery*. He has 20 years of experience with systematic reviews and guideline development, including work with the American Medical Association, American Academy of Pediatrics, AAO-HNS, Agency for Healthcare Research and Quality, ENT Cochrane Center, and the New York State Department of Health. He is author, coauthor, or editor of five books and more than 250 scientific publications and textbook chapters. Dr. Rosenfeld has given more than 650 scientific presentations and is recognized as an international authority on otitis media, evidence-based medicine, and clinical practice guideline development. He has been listed for more than 10 years as one of “America’s Best Doctors” by Castle Connolly. Dr. Rosenfeld is founder and chair of the steering committee of Guidelines International Network (G-I-N) North America and a member of the Board of Trustees of G-I-N.

## **Carol Sakala, PhD, MSPH**

**Director of Programs, Childbirth Connection**

Carol Sakala is a researcher, educator, author, policy analyst, and advocate for maternity care. As Director of Programs at Childbirth Connection, she oversees and is involved with clinical effectiveness activities, systematic reviews, performance measures, clinical practice guidelines, and decision aids. Dr. Sakala is a Steering Committee member of the Guidelines International Network’s Patient and Public Involvement Working Group (G-I-N PUBLIC) and a member of the team from Childbirth Connection and the Informed Medical Decisions Foundation that is creating maternity care decision aids. She is lead author of the Milbank Report *Evidence-based Maternity Care: What It Is and What It Can Achieve* and lead author of a January 2013 report on *Maternity Care and Liability*. Dr. Sakala is also co-investigator of the continuing series of national Listening to Mothers surveys and a co-author of 2010 direction-setting companion reports: “2020 Vision for a High-Quality, High-Value Maternity Care System” and “Blueprint for Action.” Her current work focuses on implementing priority Blueprint recommendations within Childbirth Connection’s ongoing *Transforming Maternity Care* project to improve the system that provides maternity care to the nation’s women, newborns, and families.

## **Joanne Schottinger, MD**

**Medical Oncologist, Southern California Permanente Medical Group**

Dr. Schottinger is a medical oncologist in the Southern California Permanente Medical Group who is involved in the application of evidence-based medicine into clinical practice guidelines, new technology assessments, and new biotechnology pharmaceutical assessments in the Southern California and national Kaiser Permanente programs. In addition, she is a member of the Clinical Strategic Goal steering and metrics groups in KPSC for the national KP Care Management Institute, and is the clinical lead for the cancer program.



## **Holger J. Schünemann, MD, Ph.D, MSc, FRCP(C)**

***Professor and Chair, Department of Clinical Epidemiology and Biostatistics, McMaster University***

Dr. Schünemann graduated from the Medical School of Hannover, Germany, and trained in epidemiology (PhD in 2000), preventive medicine/public health, and internal medicine at the Medical School of Hannover, Germany, and at the State University of New York (SUNY) at Buffalo, USA. He has authored more than 300 peer reviewed publications, books, and book chapters, many of them focusing on guideline methodology and systematic reviews. He co-convenes the Applicability and Recommendations Method Group of the Cochrane Collaboration and is co-chair of the Grading Recommendations Assessment, Development, and Evaluation (GRADE) working group. In 2011 he became a member of the Advisory Committee on Health Research (ACHR) at WHO and has chaired various guideline expert panels at the World Health Organization, including on the management of Avian Influenza and recent new molecular techniques of testing for multi drug resistant tuberculosis. He also is a member of the American College of Physicians Clinical Guideline Committee, the American Thoracic Society Documents Development and Implementation Committee, and the American College of Chest Physicians Antithrombotic Therapy Guidelines Executive Committee.

## **J. Sanford Schwartz, MD**

***Leon Hess Professor of Medicine and Health Management & Economics, School of Medicine and The Wharton School, University of Pennsylvania***

Dr. Schwartz is a Former Executive Director of the Leonard Davis Institute of Health Economics (Penn's University-wide center for health services and policy research). He is a clinically oriented health services researcher focusing on assessment of medical interventions and practices (with an emphasis on cost-quality tradeoffs and health care disparities), medical decision making and the adoption and diffusion of medical innovation. He has served as advisor and consultant to federal and international agencies, nonprofit groups, pharmaceutical, insurance and managed care organizations, as well as several state health departments and regulatory agencies. He was founding Director of the American College of Physicians' Clinical Efficacy Assessment Project and president of the American Federation of Clinical Research and the Society for Medical Decision Making. He is founding editor of the *American Journal of Managed Care*, and is associate editor (health services research and policy) of the *Journal of General Internal Medicine*. Dr. Schwartz has been a member of the U.S. Preventive Services Task Force and the National Institute of Health Heart Lung and Blood Institute Adult Treatment Panel IV National Cholesterol Education Program (ATP IV/NCEP) and Integrated Cardiovascular Disease guidelines development committees. He has served as a member of the National Blue Cross and Blue Shield Associations Medical Advisory Panel, Centers for Medicare and Medicaid Services Medicare Coverage Advisory Committee (MCAC), and many other national committees. He was the first recipient of the Samuel P. Martin Health Services Research Award and is an elected member of the National Academy of Sciences Institute of Medicine.

## **Richard Shiffman, MD, MCIS**

***Associate Director for Education, Yale Center for Medical Informatics; Professor of Pediatrics, Yale School of Medicine***

Dr. Shiffman has an extensive history of involvement in clinical guideline development and implementation. From 2009-2011, Dr. Shiffman served on the Institute of Medicine Committee to Develop Standards for Trustworthy Guidelines. He has participated in guideline development panels for several U.S. professional societies and is a member of the Advisory Panel for the National Guidelines Clearinghouse/National Quality Measures Clearinghouse. Dr. Shiffman was a member of the Guidelines International Network Board of Trustees and the G-I-N Committee on Finance and Risks from 2008-2010 and was program chair for the G-I-N Annual Meeting in Chicago in 2010. He is a member of the Steering Group for G-I-N North America. Dr. Shiffman's research relates to use of computer-based decision support systems to enhance effectiveness of clinical practice guidelines. He leads the AHRQ-sponsored GLIDES Project and convened the Conference on Guideline Standardization in 2002. Dr. Shiffman's team at Yale developed GEM (the Guideline Elements Model), an international standard for representation of guideline documents, the COGS (Conference on Guideline Standardization) checklist for appraising guideline quality, GLIA (the GuideLine Implementability Appraisal), an instrument to identify obstacles to guideline implementation, and BRIDGE-Wiz, a software assistant to facilitate the development of clear, transparent, and implementable guideline statements.

## **Albert Siu, MD, MSPH**

***Professor & Chair, Brookdale Department of Geriatrics and Adult Development, Mount Sinai School of Medicine; Director, Geriatrics, Research, Education, and Clinical Center, Bronx VA Medical Center***

Dr. Siu has a long record of involvement in health policy and guideline development on a national and regional levels, both public and private. While at UCLA finishing his training at Yale University School of Medicine and serving as a Robert Wood Johnson Clinical Scholar, he held a joint appointment at RAND. Returning to the East coast in 1993 he served as Deputy Health Commissioner of NY State. He was appointed Professor of Health Policy, Medicine and Geriatrics at Mount Sinai School of Medicine in 1995. He was a member of the health services research study section of AHRQ (AHCPR) and of the National Advisory Council of that agency in the 1990s. He was a member of the U.S. Preventive Services Task Force from 2001-2006 and was appointed Vice-Chair of USPSTF in 2011. In the NY region, Dr. Siu plays a major role in geriatric health policy and care. Within his role at Mt. Sinai School of Medicine he has played an instrumental role in developing collaborations among health services and research organizations including the Hertzberg Palliative Care Institute, the Center to Advance Palliative Care, the National Palliative Care Research Center, the Martha Stewart Center for Living, the Bronx VA GRECC, the Division of Diabetes and Aging, and collaborative programs in geriatrics education (including the Portal of Geriatric Online Education, the Donald W. Reynolds Consortium for Faculty Development to Advance Geriatric Education, and the New York Consortium of Geriatrics Education Center).

## **Peter Stetson, MD, MA**

***Chief Medical Officer, ColumbiaDoctors; Assistant Professor of Clinical Medicine and Clinical Biomedical Informatics, Columbia University College of Physicians and Surgeons***

Dr. Stetson is a graduate of the training program in internal medicine at Columbia University Medical Center and of a graduate program in biomedical informatics at that institution. He currently is Chief Medical Officer and Chief Medical Informatics Officer for ColumbiaDoctors, responsible for quality and IT for a 1000-physician academic multi-specialty practice that provides more than 500,000 visits annually. He also is co-chair of the Clinical Decision Support Committee for NewYork Presbyterian Hospital. Dr. Stetson's research interests include development of production systems for advanced physician documentation and physician billing workflow and of models and measurement tools for provider documentation quality. His research lab has developed novel methods for detecting redundancy of work and data in electronic health records, and unique solutions for workflow interoperability across disparate EHRs.

## **Cally Vinz, RN,**

***Vice President for Health Care Improvement and Member Relations, Institute for Clinical Systems Improvement (ICSI)***

ICSI is an independent, non-profit organization that develops evidence-based health care guidelines and facilitates collaboration of diverse groups of health care stakeholders. Ms Vinz provides leadership and direction for both the scientific and collaborative care transformation components of ICSI programs. Ms. Vinz is a registered nurse and has more than 30 years of experience in clinical, administrative and leadership roles in both ambulatory care and hospitals in large integrated systems as well as small rural settings and industry. Ms. Vinz sits on several state advisory boards, directs initiatives with health care providers, health plans, and government agencies as well as consults with health care stakeholders in Minnesota and across the US on aspects of health care quality and evidence based medicine. She has been the executive lead on guideline development and implementation through health care transformation projects, consulting with medical groups, providers, specialty practices, health plans, and state and national government on collaborative approaches.

## **Barbara E. Warren, PsyD, LMHC**

***Director, LGBT Health Services, Beth Israel Medical Center/Continuum Health Partners, New York City***

Dr. Warren formerly served as Distinguished Lecturer and Director, Center for LGBT Social Science and Public Policy at Hunter College, City University of New York. She previously was on the senior management team of the Lesbian, Gay, Bisexual and Transgender Community Center of New York City and was the inaugural Director for the Center's behavioral health programs. She also oversaw the Center's local and national health policy and government relations initiatives. Dr. Warren holds a doctorate in counseling psychology from the Florida Institute of Technology's School of Psychology. She has over 30 years of experience in the development and implementation of substance abuse, mental health, HIV, and public health programs in community-based settings. Dr. Warren has represented the LGBT communities in an advocacy and policy capacity and has been active in the funding and policy initiatives of the New York State Network of Lesbian, Gay, Bisexual and Transgender Health and Human Services Providers and the National Association of Lesbian and Gay Community Centers. She has consulted extensively for city, state and federal agencies and was the first Community Co-Chair of New York City's HIV Prevention Planning Group. She works with the U.S. Cochrane Center as part of its consumer advisory initiative and is on the Steering Committee of Consumers United for Evidence Based Healthcare (CUE) and on the Steering Group for CCNet, the global consumer advisory group to the International Cochrane Collaboration.

## **Peter Wyer, MD**

***Associate Clinical Professor of Medicine, Columbia University College of Physicians & Surgeons***

Dr. Wyer is founder and Chair of the Section on Evidence Based Health Care at The New York Academy of Medicine and is co-chair of the E-GAPPS conference. He is education director in the Emergency Medicine Residency Program at NewYork-Presbyterian Hospital and practices emergency medicine on the Columbia University campus of that institution. Dr. Wyer served as a member of the McMaster University Based Evidence-Based Medicine Working Group and has taught regularly at international workshops in evidence-based practice at McMaster, New York, Rio de Janeiro, and elsewhere. Dr. Wyer has published extensively in the areas related to evidence-based practice. He is a contributing author to the Users Guides to the Medical Literature series in *JAMA* and to subsequent volumes based on that series. He has designed and edited innovative educational series in leading journals including *CMAJ*, *Journal of General Internal Medicine* and *Annals of Emergency Medicine*, where he serves as associate editor. Dr. Wyer is a charter member of the G-I-N Emergency Care Steering Group and also is a member of the Steering Committee for G-I-N North America. He served on the advisory committee of CONCERT, a federally funded consensus effort in comparative effectiveness research in pulmonology, and co-moderated a pioneering consensus conference in knowledge translation in emergency medicine in 2007, supported by competitive funding from both the U.S. and Canada.

## **Sandra Zelman-Lewis, PhD**

***Manager Evidence Based Guidelines and Clinical Standards, American College of Chest Physicians***

Dr. Lewis received her PhD in health services research from the University of Chicago. She is responsible for the development and methodological processes of all American College of Chest Physicians (ACCP) evidence-based clinical practice guidelines, consensus statements, and derivative products. She has overseen, managed, and/or co-authored ACCP guidelines in the areas of lung cancer; prevention, diagnosis, and treatment of thromboses, cough, and pulmonary arterial hypertension, among others. She has also authored and supervised the Tobacco Dependence Treatment ToolKit. Dr. Lewis has standardized the guideline development process, documented those processes in a comprehensive manual and several print and Web publications, and presented them to national and international audiences. She hosted the first U.S. conference for the Guidelines International Network (G-I-N) in August 2010 and is a member of the steering committee for G-I-N North America. Her publications include methodology articles and documents about challenges in standardizing guideline development processes and policies. She has given presentations on these topics to the Institute of Medicine, as well as to other national and international organizations. As a result of her successful advocacy efforts for smokefree legislation in Illinois, she was an invited speaker at the Institute of Pulmonologie, Bucharest, Romania. She has worked within the American Cancer Society in professional education and cancer advocacy.

