

CENTER OF EXPERTISE IN QUALITY & SAFETY
FOR PARTNERS RESIDENTS & FELLOWS

2008 KICK- OFF EVENT

CENTER CHAIRS:

TEJAL K. GANDHI, MD, MPH



Dr. Gandhi is a board certified internist and is Executive Director of Quality and Safety at Brigham and Women's Hospital. She is also Assistant Professor of Medicine at Harvard Medical School. She received her MD and MPH from Harvard Medical School and the Harvard School of Public Health, and trained at Duke University Medical Center. Her undergraduate training at Cornell University was in biology and computer science.

Dr. Gandhi's research interests include improving quality of care and reducing error using information systems. Currently she is also involved in a grant study the impact of barcode technology and the impact of outpatient order entry on medication errors. Dr. Gandhi is also the Director of Patient Safety at Brigham and Women's Hospital. In this role, she works with nursing, pharmacy, and medical staff to reduce medical error and create a culture of safety. Current initiatives include conducting executive walkrounds on patient safety, implementing a web-based reporting system, improving the systems approach to analysis of adverse events, and improving alerting about abnormal test results in ambulatory care. Finally, Dr. Gandhi is chair of the Partners Health Care High Performance Medicine initiative on patient safety. In this role, she is helping to lead the efforts to standardize and disseminate patient safety best practices across all of Partners Health Care.

GREGG S. MEYER, MD, MSC



Gregg S. Meyer, MD, MSc, is the Senior Vice President for Quality and Patient Safety at the Massachusetts General Hospital and Massachusetts General Physicians Organization. Prior to his new position, Dr. Meyer was the Medical Director of the Massachusetts General Physicians Organization, the largest physician group practice in New England. From 1998 to 2002 he served as Director of the Center for Quality Improvement and Patient Safety at the Agency for Healthcare Research and Quality (AHRQ). Before his tenure at AHRQ, Dr. Meyer was on faculty at the Uniformed Services University of the

Health Sciences as an active duty Medical Corps officer and Colonel in the United States Air Force.

He has served on numerous key committees related to quality and safety including the Joint Commission's Board, National Committee for Quality Assurance's Committee on Performance Measurement, the National Quality Forum's Safe Practices Maintenance Committee, the World Health Organization's Scientific Peer Review Group on Health Systems Performance Assessment, and NASA's Medical Policy Board.

Dr. Meyer is a Phi Beta Kappa graduate of Union College, *magna cum laude* graduate of Albany Medical College, has a masters degree from the Harvard School of Public Health, and was a Rhodes Scholar. He is a practicing general internist and completed a residency in primary care internal medicine at the Massachusetts General Hospital.

FACULTY PARTICIPANTS:

DAVID W. BATES, MD, MSC



Dr. Bates is an internationally renowned expert in using information technology to improve clinical decision-making, patient safety, quality-of-care, cost-effectiveness, and outcomes assessment in medical practice.

A practicing general internist, Dr. Bates is Chief of the Division of General Internal Medicine at Brigham and Women's Hospital in Boston, a Professor of Medicine at Harvard Medical School, and a Professor of Health Policy and Management at the Harvard School of Public Health, where he co-directs the Program in Clinical Effectiveness. He also serves as Medical Director of Clinical and Quality Analysis for Partner's Healthcare Systems.

At a time when patient safety has become a key driver for focusing national attention on health-care quality, Dr. Bates' work has not only shown the magnitude of the problem but also provided a blueprint for helping solve it. He led a seminal study on the epidemiology of drug-related injuries, demonstrating that the most effective way to prevent serious medication errors is to focus on improving the systems. He has also performed many studies on how computerized, evidence-based guidelines can improve quality and efficiency. Dr. Bates has been recognized for several years by *Modern Healthcare* magazine as one of the "100 most powerful" individuals in U.S. health care.

Dr. Bates is a graduate of Stanford University, and the Johns Hopkins School of Medicine. He began his fellowship in general internal medicine at Brigham and Women's Hospital in 1988, and he received a M.Sc. in Health Policy and Management from the Harvard School of Public Health in 1990. He has been elected to the Institute of Medicine and the American College of Medical Informatics, and is incoming chairman of the Board of the American Medical Informatics Association. He serves as external program lead for research in the World Health Organization's Global Alliance for Patient Safety. He is the Editor of the *Journal of Clinical Outcomes Management*, and the Associate Editor of the *Journal of Patient Safety*.

JENNIFER DALEY, MD FACP



In October 2007 Dr. Jennifer Daley joined Partners HealthCare System in Boston as the Chief Medical Officer of Partners Community Healthcare Inc., the physician contracting organization for the 6000 physicians employed/affiliated with Partners. In 2007 Dr. Daley was named by *Modern Healthcare* as one of the top 25 women leaders in healthcare. She was also one of the five inaugural winners of the Leadership Excellence Award awarded by the Stockdale Center for Ethical Leadership at the US Naval Academy and the *Harvard Business Review*.

From 2002 to 2007 Dr. Daley was the Chief Medical Officer for Tenet Healthcare. She was responsible for the development and implementation of Tenet's Commitment to Quality (C2Q), an innovative program designed to enhance the overall quality, safety and productivity of Tenet's care delivery processes. C2Q introduces a series of targeted initiatives to bring about significant improvements in patient safety, evidence-based medicine, utilization and case management,

nursing and pharmacy practice, medical staff governance, hospital capacity and patient flow, and other important areas related to patient care. She is instrumental in developing the quality and service excellence and cost-effectiveness practices for Tenet's major clinical service lines (e.g., cardiovascular, orthopedics, oncology, neurosciences, general surgery including bariatric surgery, maternal/child health, and emergency/trauma services). Dr. Daley is an Adjunct Associate Professor of Community and Family Medicine at Dartmouth Medical School in Hanover, N.H.

Prior to joining Tenet, she was the Director of the Center for Health Systems Design and Evaluation in the Institute for Health Policy at Massachusetts General Hospital and Partners HealthCare System in Boston, Mass., from 1999 to 2002. She was also Associate Professor of Medicine at Harvard Medical School.

From 1996 to 1999, Dr. Daley was the Vice President and Medical Director of Health Care Quality at the Beth Israel Deaconess Medical Center, a 600-bed Harvard teaching hospital. She had clinical and operational responsibility for care/case management, risk management and external compliance, quality measurement and improvement, and clinical practice guideline development and implementation.

From 1990 to 1996, Dr. Daley was the recipient of a Senior Career Development Award in Health Services Research and Development from the Department of Veterans Affairs. Her research and quality improvement activities focused on access to care, patient satisfaction, utilization and outcomes in ischemic heart disease, and the development of a nationally recognized outcomes and quality improvement program in surgery, the VA National Surgical Quality Improvement Program.

Between 1979 and 1987, Dr. Daley was a clinician-teacher and practicing internist at the New England Medical Center in Boston and joined the General Medicine faculty at the Beth Israel Hospital in 1987.

Dr. Daley is the author of over 140 peer-reviewed publications, book chapters, and clinical communications. She served on the editorial board of the *Annals of Internal Medicine* from 1999 to 2001. From 1995 to 1999 she co-edited a monthly series in the *Journal of the American Medical Association*, *Clinical Crossroads*. She is the author of the Guidebook on Uses of Mortality Data and co-editor of Through the Patient's Eyes. Dr. Daley received her Bachelor of Arts degree *magna cum laude* from Brown University and her medical degree at Tufts University School of Medicine. She completed post-graduate training in internal medicine at the New England Medical Center in Boston and her general medicine fellowship at Harvard Medical School.

JESSICA C. DUDLEY, MD



As Chief Medical Officer for the Brigham and Women's Physician's Organization, Dr. Dudley is responsible for overseeing the contracting efforts on behalf of the BWPO and leading the medical management team in developing and implementing programs designed to meet pay for performance targets related to efficiency and quality. Additional responsibilities include addressing physician work-life issues and collaboration and development of physician leadership and volunteerism programs.

Previously, as Associate Medical Director for Partners Community HealthCare, Inc. (PCHI), and Team Leader for the High Performance Medicine Trend Management Team, Dr. Dudley was responsible for developing and coordinating system wide approaches to address areas of increasing resource utilization. The targets included physician utilization of pharmaceuticals and

high cost imaging tests. These efforts included collaboration from multiple institutions to develop and implement strategies to optimize appropriate utilization of these resources. For both pharmacy and radiology, this included use of electronic ordering platforms by physicians at the time of ordering, development and deployment of guidelines to support physician decision making, and feedback of practice patterns to physicians.

Previously, Dr. Dudley was Medical Director for Partners Human Resources. Dr. Dudley supported the Human Resources team in the development and management of the pharmacy benefit for Partners employees and their dependents including contracting and on-going formulary management. Dr. Dudley was also responsible for working with insurers and other vendors to develop and deploy disease management programs for employees.

Prior to this position, Dr. Dudley had worked as Associate Medical Director, and prior to that, Assistant Medical Director, for PCHI. In these roles, Dr. Dudley was responsible for providing clinical support for negotiating risk and pay for performance arrangements with local insurers on behalf of the PCHI Network. Dr. Dudley was also responsible for the development and on-going management of PCHI's Pharmacy Management Program.

Dr. Dudley received her medical degree from Harvard Medical School. She completed her internship and residency in Primary Care Internal Medicine at Brigham and Women's Hospital in Boston, MA and is Board Certified in Internal Medicine.

TIMOTHY G FERRIS, MD, MPH



Dr. Ferris is a practicing general internist and pediatrician and the medical director of the Mass General Physicians Organization. He is formally the Vice Chair for Quality for Partners Pediatrics and Mass General Hospital for Children. He is also a Senior Scientist in the Partners/MGH Institute for Health Policy and an Associate Professor of Medicine at Harvard Medical School.

His research has focused on the measurement and improvement of health care quality for adults and children, particularly focused on the roles of financing and health information technology. In addition to quality improvement interventions he has published studies on the effects of the organization and financing of care on the costs and quality of care, risk adjustment of quality measures, and disparities in health care. He has over 50 publications including those in journals such as the New England Journal of Medicine, JAMA, Pediatrics, and Health Affairs.

Dr. Ferris has been leading efforts at Partners Healthcare to improve the care of patients with multiple chronic conditions with specific responsibility for design, oversight and evaluation of programs to improve quality and efficiency of care for high-risk patients such as those with heart failure.

Dr. Ferris has been a member of the Agency for Healthcare Research and Quality's Health Care Quality and Effectiveness Research study section, has chaired two Technical Advisory Panels for the National Quality Forum, sits on the Quality and Safety subcommittee to the Board of the National Association of Children's Hospitals and Related Institutions (NACHRI), and consulted to the World Health Organization.

ATUL GAWANDE, MD, MPH



A surgeon and a writer, Atul Gawande is a staff member of Brigham and Women's Hospital, the Dana Farber Cancer Institute, and the New Yorker magazine. He received his B.A.S. from Stanford University, M.A. (in politics, philosophy, and economics) from Oxford University, M.D. from Harvard Medical School, and M.P.H. from the Harvard School of Public Health. He served as a senior health policy advisor in the Clinton presidential campaign and White House from 1992 to 1993. Since 1998, he has been a staff writer for the New Yorker magazine. In 2003, he completed his surgical residency at Brigham and Women's Hospital, Boston, and joined the faculty as a general and endocrine surgeon.

He is also Associate Professor of Surgery at Harvard Medical School, Associate Professor in the Department of Health Policy and Management at the Harvard School of Public Health, and Associate Director for the BWH Center for Surgery and Public Health. He has published research studies in areas ranging from surgical technique, to US military care for the wounded, to error and performance in medicine. He is the director of the World Health Organization's Global Challenge for Safer Surgical Care.

In 2006, he received the MacArthur Award for his research and writing. His nonfiction writing has been selected to appear in the annual Best American Essays collection twice and in Best American Science Writing five of the last six years. His book COMPLICATIONS: A SURGEON'S NOTES ON AN IMPERFECT SCIENCE was a finalist for the National Book Award in 2002 and is published in more than a hundred countries. He is editor of THE BEST AMERICAN SCIENCE WRITING 2006. His most recent book, BETTER: A SURGEON'S NOTES ON PERFORMANCE was selected as one of Amazon.com's ten best books of 2007. He and his wife, Kathleen Hobson, have three children: Walker, Hattie, and Hunter.

MICHAEL GUSTAFSON, MD, MBA



Dr. Michael Gustafson is currently the Vice President for Clinical Excellence, at Brigham & Women's and Faulkner (BWF) Hospitals in Boston, MA. In his current role as Vice President, Dr. Gustafson directs the Center for Clinical Excellence, which was created in 2001 to guide the institution's strategies for clinical performance measurement, analysis, improvement, and planning -- across such dimensions of care as service excellence, operational efficiency, quality, and patient safety. He also serves as a principal quality liaison and representative for the institution within Partners HealthCare System and with the Dana Farber Cancer Institute. He is the Executive Sponsor for a hospital-wide Balanced Scorecard reporting and management system at BWH, one of the first of its kind to be implemented in a U.S. academic medical center. In 2005, he also assumed direct operational responsibility for the institution's Pharmacy and Pathology Services, with oversight for approximately 800 FTE's and annual operating expenses exceeding \$140 million.

Dr. Gustafson serves as an Instructor in the Department of Surgery at Harvard Medical School, with research interests including risk-adjusted surgical outcomes, the application of human factors and systems thinking to patient safety, and effective structures and methods to drive change within complex healthcare settings. He completed his MD degree at West Virginia University, his General Surgery residency at Brigham & Women's Hospital, and a 3-year NIH-funded surgical research fellowship at Massachusetts General Hospital. He later went on to become one of the first surgeons to ever receive an MBA degree from Harvard Business School, where he graduated in 1999 with honors.

LUCIAN L. LEAPE, MD



Lucian Leape is an Adjunct Professor of Health Policy in the Department of Health Policy and Management at the Harvard School of Public Health. Prior to joining the faculty at Harvard in 1988, he was Professor of Surgery and Chief of Pediatric Surgery at Tufts University School of Medicine. Dr. Leape is internationally recognized as a leader of the patient safety movement, starting with the publication in JAMA of his seminal article, *Error in Medicine*, in 1994. His subsequent research demonstrated the success of the application of systems theory to the prevention of adverse drug events. Dr. Leape was a member of the Institute of Medicine committee, which published "To Err is Human" in 1999 and "Crossing the Quality Chasm" in 2001. He has published over 125 papers on patient safety and quality of care. In 2004, he received the John Eisenberg Patient Safety Award from the JCAHO and National Quality Forum. In 2006, Modern Healthcare named him as one of the 30 people who have had the most impact on healthcare in the past 30 years. In 2007, the National Patient Safety Foundation established the Leape Institute to further strategic thinking in patient safety. Dr. Leape is a graduate of Cornell University and Harvard Medical School.

THOMAS H LEE, MD MSC



Thomas H. Lee, MD, is an internist and cardiologist, and is Network President for Partners Healthcare System, the integrated delivery system founded by Brigham and Women's Hospital and Massachusetts General Hospital, and Chief Executive Officer for Partners Community HealthCare. He is a graduate of Harvard College, Cornell University Medical College, and Harvard School of Public Health. He is a Professor of Medicine at Harvard Medical School and Professor of Health Policy and Management at the Harvard School of Public Health. His research interests include risk stratification and optimal management strategies for common cardiovascular problems, and improvement of quality of care, with a particular focus on critical pathways, guideline development and implementation, and managed care.

Dr. Lee is co-chair of the Committee for Performance Measures of the National Committee for Quality Assurance (NCQA), and has been the Chairman of NCQA's Cardiovascular Measurement Advisory Panel since 1996. He is a member of the Massachusetts Health Care Quality and Cost Council. He is a member of the Boards of Directors of Geisinger Health System and of Bridges to Excellence. He is a member of the Board on Health Care Services of the Institute of Medicine. He is the Editor-in-Chief for *The Harvard Heart Letter* and Associate Editor of *The New England Journal of Medicine*.

ELIZABETH MORT, MD



Elizabeth Mort is a practicing general internist with more than ten years of experience in performance measurement and clinical and operational improvement activities in an Academic Medical Center setting. Dr. Mort currently holds the administrative titles of Vice President, Associate Chief Medical Officer and Executive Director of the Clinical Care Management Unit at the MGH. She is also the co-Director for the hospital's Office of Quality and Safety focusing on performance measurement and improvement. She also oversees the Decision Support and Quality Management Unit at MGH that supports the hospital and physicians' organizations' medical management and quality and safety performance improvement programs.

In addition to her hospital-based role, Dr. Mort has been involved in leadership roles at the integrated delivery system level as well. From 1996-2001, Dr. Mort participated as a member of the Clinical Improvement Council at Partners Community HealthCare Inc, the focus of which was measuring and improving care in the ambulatory care setting. She chaired that committee from 2001-2003. Since 2003 Dr. Mort has played the role of Team Leader of the PHS Signature Initiative team Uniform High Quality. The focus of this effort is to drive improvement activities across all settings in the system with a focus on diabetes, cardiac inpatient care, inpatient pneumonia, and smoking cessation. Dr. Mort has also represented MGH on the PHS Quality Measurement Leaders Committee.

Dr. Mort has been a member of the National Committee for Quality Assurance (NCQA) Women's Health Measurement Advisory Panel. Dr. Mort also participated in the Jacob's Institute's expert panel on Women's Health that developed Guidelines for Counseling Women on the Management of Menopause. She was a member of the National Quality Forums Technical Advisory Panel for the development of hypertension measures. She is currently a member of the Agency for Healthcare Research and Quality Composite Measures Workgroup inpatient quality indicator sub-workgroup.

Dr. Mort completed her residency in primary care internal medicine at MGH in 1986 followed by two years at the Department of Health Care Policy at Harvard Medical School where she completed a research fellowship in health care policy. She also completed a Masters in Public Health at the University of Michigan in 1982, which focused on Health Planning and Administration and Population Planning.