



REDWOOD MEDNET

6TH ANNUAL HEALTH INFORMATION EXCHANGE CONFERENCE

Connecting California to Improve Patient Care

JULY 19TH AND 20TH, 2012

DoubleTree Hotel, 1 Doubletree Drive, Rohnert Park, California

<http://www.redwoodmednet.org/projects/events/20120719/index.html>

Thursday July 19, 2012	
7:00 AM	<i>Registration Open from 7:00 AM to 7:00 PM</i>
8:00 AM	Welcome Lori Hack, MBA -- <i>Object Health LLC</i> Will Ross -- <i>Redwood MedNet</i>
8:10 AM	California Connects: Progress on the Promise - KEYNOTE ADDRESS #1 Pamela Lane, MS -- <i>Deputy Secretary of Health Information Exchange, California Health and Human Services Agency</i> Kenneth W. Kizer, MD, MPH -- <i>Director, Institute for Population Health Improvement, UC Davis Health System</i>
9:00 AM	Using Data to Improve Care Taha A. Kass-Hout, MD, MS -- <i>CDC</i> Clement J. McDonald, MD* -- <i>National Library of Medicine</i> Linette T. Scott, MD, MPH -- <i>California Department of Health Care Services</i>
10:15 AM	<i>Morning Break / California Connects Interoperability Exhibition</i>
11:00 AM	Public & Private Leadership on Health Information Exchange Vicki Y. Estrin -- <i>Markle Connecting for Health</i> Janet M. Marchibroda, MBA -- <i>Bipartisan Policy Center</i>
12:00 PM	<i>Lunch Break / California Connects Interoperability Exhibition</i>
1:30 PM	Advanced Health Information Exchange A. John Blair III, MD -- <i>MedAllies</i> Mark Elson, PhD -- <i>Cal eConnect</i> Mark Savage -- <i>Consumers Union</i>
3:00 PM	<i>Afternoon Break / California Connects Interoperability Exhibition</i>
3:45 PM	California Connects with Direct Messaging David Kibbe, MD, MBA -- <i>AAFP</i> Sean Nolan -- <i>Microsoft</i>
4:55 PM	Thank You & Closing Remarks Lori Hack, MBA -- <i>Object Health LLC</i>
<i>Reception from 5:30 to 6:30 PM in the Grand Salon Foyer</i>	

* cancelled

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Thursday 19 July 2012

Doubletree Hotel, Rohnert Park, California

Salad

Organic Greens, Point Reyes Bleu Cheese, Candied Pecans, Fuji Apple, Honey Mustard Vinaigrette
Vine-Ripened Tomatoes, Fresh Mozzarella, Fresh Basil, Virgin Olive Oil
Summer Zucchini, Eggplant, Fresh Basil, Sliced Tomato, Balsamic Vinaigrette

Entree

Halibut Fillet with Grilled Fennel and Cucumber Tzatziki
Garlic Rosemary Bistro Steak
Roasted Vegetable Ravioli

Dessert

Tiramisu
Chocolate Cake
Panna Cotta

Mendocino County Wine

Bink 2010 Sauvignon Blanc

Handley 2009 Pinot Gris

Navarro 2009 Edelzwicker

Toulouse 2010 Rose of Pinot Noir

Bink 2010 Lumineaux Rose

Bink 2010 Merlot

Bink 2010 Syrah

Lula 2009 Zinfandel

Navarro 2010 Zinfandel

Handley 2010 Pinot Noir

Frey 2009 Pinot Noir



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Friday July 20, 2012	
7:00 AM	Registration Open from 7:00 AM to 12:00 NOON
8:00 AM	Welcome Lori Hack, MBA -- <i>Object Health LLC</i> Will Ross -- <i>Redwood MedNet</i>
8:10 AM	Realizing the Promise of Health Information Exchange - KEYNOTE ADDRESS #2 Claudia Williams, MS -- <i>Office of the National Coordinator, U.S. Department of Health and Human Services</i>
9:20 AM	Health Information Innovation and the Triple Aim Betsy Thompson, MD, DrPH -- <i>CMS</i>
10:00 AM	Morning Break / California Connects Interoperability Exhibition
10:45 AM	Health Information and Quality of Care John E. Mattison, MD -- <i>Kaiser Permanente</i> Paul Tang, MD -- <i>Palo Alto Medical Foundation</i>
12:00 PM	Lunch Break / California Connects Interoperability Exhibition
1:30 PM	eConsulting in Los Angeles Sajid Ahmed -- <i>LA Care Health Plan</i>
2:00 PM	Connecting California HIOs Robert M. Cothren, PhD -- <i>Cal eConnect</i> Bill Beighe -- <i>Santa Cruz HIE</i> Will Ross -- <i>Redwood MedNet</i> Richard Swafford, PhD -- <i>Inland Empire HIE</i>
2:45 PM	Afternoon Break / California Connects Interoperability Exhibition
3:30 PM	Health Data Interoperability Michael Stearns, MD -- <i>Consultant</i> Michael Hogarth, MD -- <i>UC Davis</i> Joshua Mandel, MD -- <i>Boston Children's Hospital</i>
4:55 PM	Closing Remarks & Thank You Lori Hack, MBA -- <i>Object Health LLC</i>

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2012 HIE Conference Presenter Biosketches

Sajid Ahmed

*Director, Health IT & Innovations
LA Care Health Plan*

Sajid Ahmed serves as Director of Health IT and Innovations for L.A. Care and eHealth Strategy (Health IT) Advisor for HITEC-LA. In his dual role, he leads the coordination, management, and integration of HIT initiatives including Health Information Exchange and Telehealth. Sajid also lead the successful effort to be awarded over \$16M to form HITEC-LA. Currently, Sajid is launching an eConsult platform that will be used by the Los Angeles County Department of Health Services and safety-net community clinics. Prior to joining L.A. Care, Sajid was the CTO of IGP Technologies working on cutting-edge innovation in decision support systems and consumer centric health information portals.

Mr. Ahmed sits on the Boards of the Los Angeles Network for Enhanced Services (LANES), the ONC's Advisory Board for health information exchange and others. Mr. Ahmed began his career with the NASA Jet Propulsion Laboratory at age 16. As an entrepreneur, Sajid also worked with start-up companies such as Pressworks.com, Pets.com, ThisJustIn.com, SelfMD and SpotRunner, as well as with leading companies such as HomeBoxOffice (HBO) Inc., Caesars Inc., and the U.S. Military Medical Command. Mr. Ahmed is a guest lecturer at USC and UCLA, frequently active in the community, lecturing on entrepreneurship, eHealth, Health IT and innovation. At UCLA, he worked at the university's medical school in one of the first computer labs for medical students and faculty in the nation.

Bill Beighe

*CIO
Physicians Medical Group of Santa Cruz*

Bill Beighe is the CIO of the California based Physician Medical Group (PMG) and the Santa Cruz Health Information Exchange. The exchange connects multiple unaffiliated practices, hospitals, labs, and safety net clinics. Bill has been involved with the Exchange since 1998. Additionally, Mr. Beighe is responsible for the information systems at Physician's Medical Group, a 300-provider independent physicians association, and primary sponsor of the Santa Cruz HIE. The HIE exchanges more than 130,000 clinical documents electronically in standard format every month between more than 750 web and EHR users. PMG is a Health Story member and strongly supports the consolidated CDA effort.

Mr. Beighe serves on the Board of Directors of Cal eConnect, the Governance Entity providing leadership to enable Health Information Exchange (HIE) services in California. He chairs Cal eConnect Technology Advisory Group and the Interface & Interoperability Task Group. He also serves on the board for CalHIPSO, one of 60 federally designated Regional Extension Centers.

A. John Blair III, MD

CEO

MedAllies, Inc.

A. John Blair, M.D., is a health care and technology executive with broad experience across the health care industry. He is the CEO of MedAllies, which facilitates physician adoption of health information technology and integrates the health care community to facilitate care coordination, patient-provider communication, public health and quality reporting. MedAllies was one of only seven sites selected by the Office of the National Coordinator for Health IT (ONC) to launch a Direct Project pilot. Blair serves on the Privacy and Security Workgroup and the NHIN Workgroup of the Policy Committee of the ONC. He co-chairs the HIE workgroup for the Certification Commission for Health Information Technology and is a member of various committees and boards, including the NCQA Committee on Performance Measurement. Blair is also president of Taconic IPA, a nearly 5,000-member physician group at the forefront of transforming health care delivery in the Hudson Valley through meaningful use of health IT and pay-for-performance incentives.

Dr. Blair is a board-certified general surgeon who spent 15 years in academic medicine and private practice before becoming President of the Taconic Independent Practice Association. He received his MD from Rush Medical School in Chicago and completed surgical training at the University of Texas Medical Center in Dallas. He performed a gastrointestinal fellowship at the Middlesex Hospital in London, England.

Robert Cothren, PhD

CTO

Cal eConnect

Robert Cothren, PhD, is a health science and technology professional with over 20 years of professional experience in developing solutions to health, medical, and biological problems in academic, public, and private industries through research and development. He is an accomplished speaker with over 100 peer-reviewed articles and speaking invitations. Dr. Cothren is CTO of Cal eConnect, a California-based nonprofit created to guide the private and secure delivery of electronic health information when and where it is needed. Cal eConnect is working with key stakeholders across the state to establish policies, procedures, and services that support the appropriate, private, and secure exchange of electronic health information between clinicians, hospitals, health plans, patients, and government agencies such as public health and Medi-Cal for the purposes of improving health care safety, quality, access, and efficiency. Through a four-year cooperative

agreement between Cal eConnect, the California Health and Human Services Agency (CHHS), and the federal Office of the National Coordinator (ONC), Cal eConnect will utilize \$38.8 million in American Recovery and Reinvestment Act (ARRA) funds to enable electronic HIE across the state of California.

Previously, Dr. Cothren served as CTO of Cognosante, LLC, and as Director of Clinical Information Systems, Chief Scientist and CTO at Northrop Grumman. Dr. Cothren attended MIT, earning a BS in Chemical Engineering and Applied Biology, an MS in Chemical Engineering, and his PhD in Medical Engineering.

Mark Elson, PhD
Chief Program Officer
Cal eConnect

Mark Elson, PhD, leads Cal eConnect's efforts to develop policies and programs that facilitate health information exchange in California. Dr. Elson previously worked at RAND and UCLA, where he helped launch the ARRA-funded California Comparative Effectiveness and Outcomes Improvement Center and served as Health IT Lead for the Right Care Initiative, a public-private effort to improve cardiovascular and diabetes outcomes in the state. He also contributed to the AHRQ-funded Virtual Laboratory for Health Services Research project, focusing on policy-related facilitators and barriers to the creation of a federated data-sharing system integrating claims, electronic health records, and population survey data.

Previously, Dr. Elson served as manager of strategic business at Lumetra, a nonprofit health care quality improvement organization, developing services in IT-enabled care coordination, the patient-centered medical home, and patient safety. He holds a PhD from the University of Chicago and a BA from Stanford University.

Vicki Estrin
Principal
C3 Consulting, LLC

Vicki Estrin is an innovative leader with over twenty-five years of health care experience ranging from rural community hospitals to academic medical centers to children's hospitals. She is an industrial engineer with background in large-scale project management, strategic and operations planning, clinical quality improvement, information technology implementation, process analysis/redesign, policy development, and health information exchange. She has led the development of health information exchange and the use of health information technology for clinical improvement at the state, regional and local levels. She is an expert in areas concerning governance, security, privacy, and other policy related issues relevant to health information exchange and health information technology.

Previously, Vicki was Assistant Director and Program Manager at Vanderbilt University Medical Center, Vice President of Healthcare Management Directions, Inc., and Associate Vice President of Quorum Health Resources, LLC. Vicki earned a

SB in Industrial Engineering from Georgia Institute of Technology and completed graduate studies in Healthcare Administration at University of Wisconsin.

Michael Hogarth, MD, FACP

*Professor of Pathology, Laboratory & Internal Medicine
UC Davis*

Michael Hogarth, M.D., is a member of the American Medical Informatics Association (AMIA), Health Level 7 (HL-7), the National Association of Public Health Statistics and Information Systems (NAPHSIS). Dr. Hogarth is a member of the UC Davis MPH faculty, the Medical Informatics graduate program faculty, and the UC Davis Computer Science graduate group. He also attends on the Internal Medicine wards at UC Davis Medical Center and is a member of the Pathology Informatics faculty. He is the principal investigator for the California Electronic Death Registration System (CA-EDRS; <http://www.edrs.us>), the largest and most active electronic death certificate system in the U.S. In 1997 Dr. Hogarth joined the faculty of the UC Davis Department of Pathology and Laboratory Medicine where he currently serves as an Associate Professor.

Dr. Hogarth has a BS in Biomedical Engineering from Texas A&M and an MD from University of Texas, Southwestern.

Taha Kass-Hout, MD, MS

*Director, Division of Informatics
Division of Informatics Solutions and Operations
US Centers for Disease Control and Prevention (CDC)*

Taha Kass-Hout, M.D., M.S., is Director of the Division of Informatics Solutions and Operations at the CDC. He previously served as Deputy Director for Information Science in the Division of Notifiable Diseases and Healthcare Information (DNDHI). While DNDHI Deputy Director, Dr. Kass-Hout managed the BioSense program where he oversaw the program's many features that assist state health departments and CDC in data collection, standardization, storage, analysis, and collaboration. BioSense is the first Department of Health and Human Services (HHS) program hosted completely in the Internet cloud, in alignment with the White House cloud initiative.

Dr. Kass-Hout chairs the White House Office of Science and Technology Policy (OSTP) Biosurveillance S&T sub-committee. Dr. Kass-Hout also managed CDC's Distribute project. First used during the influenza H1N1 pandemic, Distribute has been further developed by CDC in partnership with the International Society for Disease Surveillance. Dr. Kass-Hout was active in responding to the 2003 SARS outbreak, where he led the informatics and information response for the National Center for Infectious Diseases. Dr. Kass-Hout is credited for innovating InSTEDD's Riff, an open source social networking platform for integrated early warning and response (InSTEDD was fielded by Google in 2006). On January 17, 2010, the Thomson Reuters Foundation used Riff to launch a first-of-its-kind, free disaster-information service for the people of Port Au Prince, Haiti. The use of Riff enabled

survivors of Haiti's earthquake to receive critical information by text message directly to their phones, free of charge.

Dr. Kass-Hout received a MS from the University of Texas, School of Public Health, Department of Biostatistics. His MD is from the University of Texas, Health Sciences Center, Houston. Dr. Kass-Hout also completed clinical training at Harvard's Beth Israel Deaconess Medical Center and at the University of Texas Health Sciences Center in Houston.

David Kibbe, MD, MBA

Senior Advisor

American Academy of family Physicians

David Kibbe, M.D., is President and Interim CEO of DirectTrust.org, which is an outgrowth of a series of discussions and workgroup meetings that began in April 2011, among stakeholders interested in helping to develop a security and trust framework suitable for the stable and interoperable growth of Direct exchange in the United States. Dr. Kibbe is a respected technologist and co-developer of the ASTM Continuity of Care Record, CCR, standard that utilizes XML for interoperable health information exchange. He is an experienced clinician who practiced medicine in private and academic settings for more than 15 years, while also teaching informatics at the School of Public Health, University of North Carolina at Chapel Hill. From 2002 until 2006, Dr. Kibbe was the founding Director of the Center for Health Information Technology for the American Academy of Family Physicians (AAFP). Dr. Kibbe currently serves on a number of national boards and workgroups involved in health information technology (HIT) standards and certification. His recent responsibilities include Secretary, ASTM International E.31 Healthcare Informatics Committee and E31.28 Subcommittee.

Dr. Kibbe has authored numerous peer-reviewed articles and several book chapters on e-health, computer security, and HIPAA, and is co-author of the *The AMA's Field Guide to HIPAA Implementation*, an American Medical Association publication. Dr. Kibbe received his BA from Harvard University, MD from Case-Western Reserve University School of Medicine, and his MBA from the University of Texas at Austin.

Pamela Lane, MS

Deputy Secretary, HIE

CA HHS

Pamela L. Lane, MS, RHIA, CPHIMS, is the current Deputy Secretary of Health Information Exchange for California Health and Human Service Agency. Previous to this position she was the Vice President of Health Informatics for the California Hospital Association. She has over two decades of experience in hospital operations, leading system selection teams and redesigning workflow processes to optimize best practice experiences in revenue cycle and information management. She is a veteran of the U.S. Navy, having served as both a care provider (hospital corpsman) and a commissioned Line Officer. Pam remains active in issues specific to veterans' health and military family support.

Pamela received a bachelor's degree in communications from the University of Dayton in Ohio and later received master's degree from Boston University and a Health Information Management Certificate from Northeastern University's Bouve College of Health Professions in Boston.

Joshua Mandel, MD

Lead Architect, SMART Project

Smart Platforms SHARP Project Children's Hospital Boston

Josh Mandel, M.D., is a physician and software engineer interested in improving clinical care through information technology. After earning a S.B. in Computer Science and Electrical Engineering from the Massachusetts Institute of Technology and an M.D. from the Tufts University School of Medicine, he joined the faculty of the Boston Children's Hospital Informatics Program and Harvard Medical School, where he is Lead Architect of the SMART Project (<http://smartplatforms.org>). Josh has a special interest in tools and interfaces that support software developers who are new to the health domain.

Janet Marchibroda, MBA

Chair, HIT Initiative

The Health Project at the Bipartisan Policy

Janet Marchibroda, MBA, serves as the Chair of the HIT Initiative for the Bipartisan Policy Center, a Washington, D.C.-based think tank founded by former Senate Majority Leaders in 2007, identifying examples of and best practices for coordinated, accountable, patient-centered care, and making recommendations for ensuring that health IT efforts support the delivery system and payment reforms shown to improve quality and reduce costs in health care. The most recent deliverable of the Health IT Initiative was the release of the report entitled, *Transforming Health Care: The Role of Health IT*, which was grounded in research on 40 high-performing health care organizations and developed under the guidance of the BPC's Task Force on Delivery System Reform and Health IT, with leadership by former Senate Majority Leaders Tom Daschle (D-SD) and Bill Frist (R-TN). She also serves as Board Member and the initial Executive Director for Doctors Helping Doctors Transform Health Care, a non-profit, collaborative, social media effort—led primarily by doctors for doctors—to support the transformation of health care, initially through health IT.

Janet led stakeholder engagement activities for the National Coordinator for Health Information Technology in HHS and also served as the Chief Health Care Officer for IBM in their Global Business Services unit. She was founding CEO for eHealth Initiative (eHI), an independent, non-profit multi-stakeholder organization whose mission is to improve the quality, safety and efficiency of health care through IT, and also served as the initial Executive Director of Connecting for Health, a public-private sector initiative focused on connectivity which was led by the Markle Foundation with additional support from the Robert Wood Johnson Foundation.

Marchibroda also served as the Chief Operating Officer of the National Committee for Quality Assurance, a non-profit, independent organization devoted to evaluating and improving the quality of health care for Americans, and interim Chief Operating Officer for the National Coalition for Cancer Survivorship.

John Mattison, MD

CMIO, Southern California Region

Kaiser Permanente, SCAL

John Mattison, M.D., currently oversees all information systems deployment in the Southern California region of Kaiser Permanente, which includes more than 5,000 physicians, 3 million members, 140 clinics, and 13 hospitals. He chairs the KP national IT Infrastructure governance group, the Regional Business Governance Group for all KP regions, and is a member of numerous other national governance groups including Security, and Care Delivery. He led the KP HealthConnect project in Southern California, which has been fully implemented in every clinic and hospital, and represents the single largest deployment of a completely integrated electronic health record.

Dr. Mattison's clinical background includes specialties of Internal Medicine and Critical Care. From 1984 to 1989 he practiced internal medicine and critical care at Scripps Clinic and Research Foundation, where he served as director of the Medical/Surgical Intensive Care Unit, and chaired committees on Pharmacy, Quality, and Utilization. In 1989 he began working for Kaiser Permanente in San Diego, where he practiced Critical Care and Primary Care in Internal Medicine. In 1992 he was appointed as Assistant Medical Director and Chief Medical Information Officer, and in 2003 became program director for the HealthConnect program.

Dr. Mattison has consulted internationally on health information technology and interoperability standards. He is the co-founder of the Clinical Document Architecture, which is the international standard for sharing patient records between institutions, under the umbrella of HL7. Dr. Mattison has published numerous papers in medical informatics, and given seminars on medical informatics at several California universities.

Sean Nolan

Distinguished Engineer

Microsoft Corporation

As Distinguished Engineer for the Health Solutions Group at Microsoft Corp., Sean Nolan directs all aspects of product development and operations for the division's consumer and enterprise health platforms.

Before rejoining Microsoft in 2006, Nolan served as Founder and President of Software Poetry Inc., a software and management consultancy. While at Software Poetry, Nolan worked with venture capital firms to deliver technical diligence on early-stage investments, and provided product definition, strategy and execution

services to startup ventures, focusing on the online advertising and e-commerce sectors. Before Software Poetry, Nolan was Chief Technical Officer for drugstore.com inc., where he led the design and implementation of its award-winning e-commerce systems. While there, he was honored as one of the nation's Premier 100 IT Leaders for 2001 by Computerworld magazine. Additionally, Nolan has co-founded a number of other technology ventures, including Cognisoft Corp., where he built one of the first Web-based knowledge management systems. Cognisoft was ultimately acquired by Verity, where Nolan served as Vice President of Technology for Information Applications.

A graduate of Dartmouth College, Nolan began his software career at Microsoft, where he was the development manager for the original Microsoft Network (MSN®) client tools and their conversion to Internet technologies.

Mark Savage

Senior Attorney

Consumers Union of United States, Inc.

Mark Savage serves as Senior Attorney at Consumers Union, one of the nation's oldest and leading consumer rights organizations and non-profit publisher of Consumer Reports. He is responsible for the organization's efforts to advocate patients' needs and incorporate the consumer voice in electronic health information exchange and technology and its core role in health care reform. Among other things, he serves on the Board of Directors of Cal eConnect and the Department of Health Care Services' Medi-Cal EHR Incentive Program Advisory Board. He contributed to creating the "Consumer and Patient Principles for Electronic Health Information Exchange in California" (June 21, 2010), and is co-author of *Achieving the Right Balance: Privacy and Security Policies to Support Electronic Health Information Exchange* (June 2012), published by the California HealthCare Foundation.

Linette Scott, MD

CMIO

California Department of Health Care Services

Linette T. Scott, M.D., MPH, was appointed Interim Deputy Secretary for Health Information Technology with the California Health and Human Services Agency in January 2011. In this role, Dr. Scott continues the collaborative process to develop health information exchange capacity in California. She also continues to serve as the Deputy Director for Health Information and Strategic Planning in the California Department of Public Health, a position she has occupied since January, 2008. In this capacity, she has provided leadership in public health informatics, health information exchange initiatives, strategic planning and vital records policy and practice. Following medical school, Dr. Scott completed a Pediatric Internship at Portsmouth Naval Medical Center and then served as a General Medical Officer with the United States Navy for four years, first as squadron physician with the Regional Support Group and later as the military physician for an Active Duty clinic. After completing the Preventive Medicine Residency Program with the

California Department of Health Services, Dr. Scott joined the Department as a Public health Medical Officer, developing expertise in data and information systems, geographic information systems (GIS), data policies and public health informatics. She has a Doctor of Medicine from Eastern Virginia Medical School, a Master in Public Health from University of California, Davis, and a Bachelors of Arts in Physics from University of California, Santa Cruz.

Michael Stearns, MD, CPC, CFPC

Consultant

Dr. Stearns is a Board Certified Neurologist who won several teaching awards during his 15 years in clinical and academic medicine where his responsibilities included educating medical students and neurology residents. He has over 10 years of experience in HIT and has provided leadership to several high profile projects at the NLM, NCI, and the College of American Pathologists. Dr. Stearns served as the International Director of SNOMED, where he played a central role in the development of SNOMED CT, an evolving standard for the electronic transmission of clinical information being adopted worldwide. He has over 8 years of experience with the design and implementation of EHR. Dr. Stearns is also a Certified Professional Coder and Certified Family Practice Coder. He has given numerous presentations at national and local venues on a diverse array of topics related to health IT including EHR, standards, HIE, meaningful use, coding, clinical terminology, structured data capture, data integrity in information systems, the history of ICD-9-CM, SNOMED CT, quality of care improvements related to technology, clinical efficacy research, practice optimization, and genomic medicine. He is a member of the American Society of Health Information Managers Health IT Industry Advisory Panel and the American Association of Professional Coders' Family Practice Steering Committee. He was the President and Chief Executive Officer of e-MDs, Inc. Dr. Stearns also serves as President of the Texas e-Health Alliance, a non-profit organization of health IT stakeholders who serve as a knowledge resource for healthcare policy makers.

Richard Swafford, PhD

Executive Director

Inland Empire Health Information Exchange

Richard Swafford, PhD, has over 25 years of experience in the information technology industry with specialized experience in education and health care information technology. As Executive Director for the Inland Empire Health Information Exchange (IEHIE), Dr. Swafford worked with a collaborative governance team to select and contract with Orion Health, and in January 2012 to launch the initial pilot project consisting of 6 Hospitals. The IEHIE is a self-sustaining HIE that supports San Bernardino and Riverside Counties with 4.2 million patients. Prior to joining IEHIE, Dr. Swafford supported the California Health Information Partnership and Services Organization, the California State Regional Extension Center (REC) as the CTO. As the CIO of the Community Clinics Health Network, Dr. Swafford was responsible for the Technical Services Organization.

Dr. Swafford is presently a member of the faculty for a number of large universities in Southern California. His dissertation, *Technology Management: Guiding Organizational Direction Now and in the Future: A Technologist's Guide*, focused on the application of technology in the overall strategic direction of an organization and how shifts in generational demographics will impact the management of technology.

Paul Tang, M.D., M.S.

VP, CMIO

Palo Alto Medical Foundation

Paul Tang, M.D., is an Internist, Vice President and Chief Medical Information Officer at the Palo Alto Medical Foundation (PAMF). He is also Consulting Associate Professor of Medicine (Biomedical Informatics) at Stanford University. At PAMF, Dr. Tang is responsible for the electronic health record (EHR) system and an integrated personal health record (PHR) system. PAMF has been using an EHR system since 1999 and deployed its PHR system in 2002. Over 110,000 patients, representing almost 50% of PAMF's primary care patients, are actively using the PHR system (PAMFOnline).

Tang is Vice Chair of the federal Health Information Technology Policy committee, an advisory committee created by the American Recovery and Reinvestment Act, and Chair of its Meaningful Use workgroup. He is a member of the National Committee on Vital and Health Statistics (NCVHS), an advisory committee to the Secretary of HHS on health information policy, and co-chair of the NCVHS Quality Subcommittee. He chairs the National Quality Forum's (NQF) Health Information Technology Advisory Committee, is a member of the NQF Consensus Standards Approval Committee, and co-chairs the Quality Alliance Steering Committee's Measurement Implementation Strategy subcommittee. Tang also chairs the Robert Wood Johnson Foundation's National Advisory Council for ProjectHealth Design (a program for innovative PHRs).

Dr. Tang is a Past-Chair of the Board of the American Medical Informatics Association and is a member of the National Committee on Vital and Health Statistics (NCVHS), a federal advisory committee to the Secretary of HHS on health information policy. Dr. Tang is an elected member of the Institute of Medicine (IOM) and serves on its Health Care Services Board. He chaired a recent IOM patient safety committee whose reports were published in 2003-4: *Patient Safety: A New Standard for Care*, and *Key Capabilities of an Electronic Health Record System*. He is a member of Secretary Leavitt's American Health Information Community Consumer Empowerment Workgroup. Dr. Tang chairs the National Quality Forum's (NQF) Health Information Technology Expert Panel and is a member of the NQF Consensus Standards Approval Committee. He chairs the Robert Wood Johnson Foundation's National Advisory Council for ProjectHealth Design (dealing with PHRs) and is also a member of Markle Foundation's Connecting for Health Steering Committee and its Consumer Access Services Work Group.

Tang has served on numerous committees of the National Institutes of Health, National Research Council, National Academy of Sciences, Institute of Medicine, and Computer Science and Technology Board. He is a Fellow of the American College of Physicians, the American College of Medical Informatics, the College of Healthcare Information Management Executives, and the Healthcare Information and Management Systems Society.

Dr. Tang received his B.S. and M.S. in Electrical Engineering from Stanford University and his M.D. from the University of California, San Francisco. He completed his residency in Internal Medicine at Stanford University.

Betsy L. Thompson, MD, DrPH

Chief Medical Officer

Region IX, Centers for Medicaid and Medicare Services (CMS)

Betsy Thompson, M.D., DrPH, is the Chief Medical Officer for the Centers for Medicare and Medicaid Services (CMS) Regional Office in San Francisco. Dr. Thompson has worked as a clinician in underserved areas, a medical epidemiologist, a health services researcher, a Branch Chief for the CDC and as Chief Medical Director for a health plan. Dr. Thompson is board-certified in Internal Medicine and Preventive Medicine. Dr. Thompson spent 10 years with CDC where she helped develop agency relationships with health plans and employers and worked with these new partners to improve the delivery of high-quality, cost-effective care with a focus on preventive services. Dr. Thompson came to CMS after serving as Chief Medical Director of a non-profit health plan in rural Colorado. In that position, she worked closely with network physicians and facilities to foster quality improvement efforts. Throughout her career, Dr. Thompson has focused on health care quality and access with an emphasis on disease prevention.

She also holds a doctorate in Health Policy from the University of Michigan.

Claudia Williams, MS

Director, State Information Exchange Program

ONC

Claudia Williams, MS, is Director of the State HIE Program for the Office of the National Coordinator for Health IT (ONC), providing strategic direction to ONC's efforts to rapidly enable information exchange to achieve meaningful use and health care improvement. She manages the State HIE Cooperative Agreement Program, a half-billion dollar initiative to advance local and regional solutions and scalable innovations for HIE. Prior to joining ONC, she was Director of Health Policy and Public Affairs at the Markle Foundation, where she helped manage and direct Connecting for Health, a public-private collaborative working to realize the full potential of IT in health and health care in the United States. Ms. Williams directed the Synthesis Project, an initiative of the Robert Wood Johnson Foundation to distill evidence on critical policy issues for Federal and State policymakers. Ms. Williams also worked as Senior Policy Analyst in the Office of the Assistant Secretary for

Planning and Evaluation at HHS and as Senior Manager at The Lewin Group. She holds an MS in Health Policy and Management from the Harvard School of Public Health and a BA from Duke University. Ms. Williams sits on the Robert Wood Johnson Foundation Synthesis Project Advisory Board.