

Reducing Readmission Rates in California Hospitals: Leadership Summit

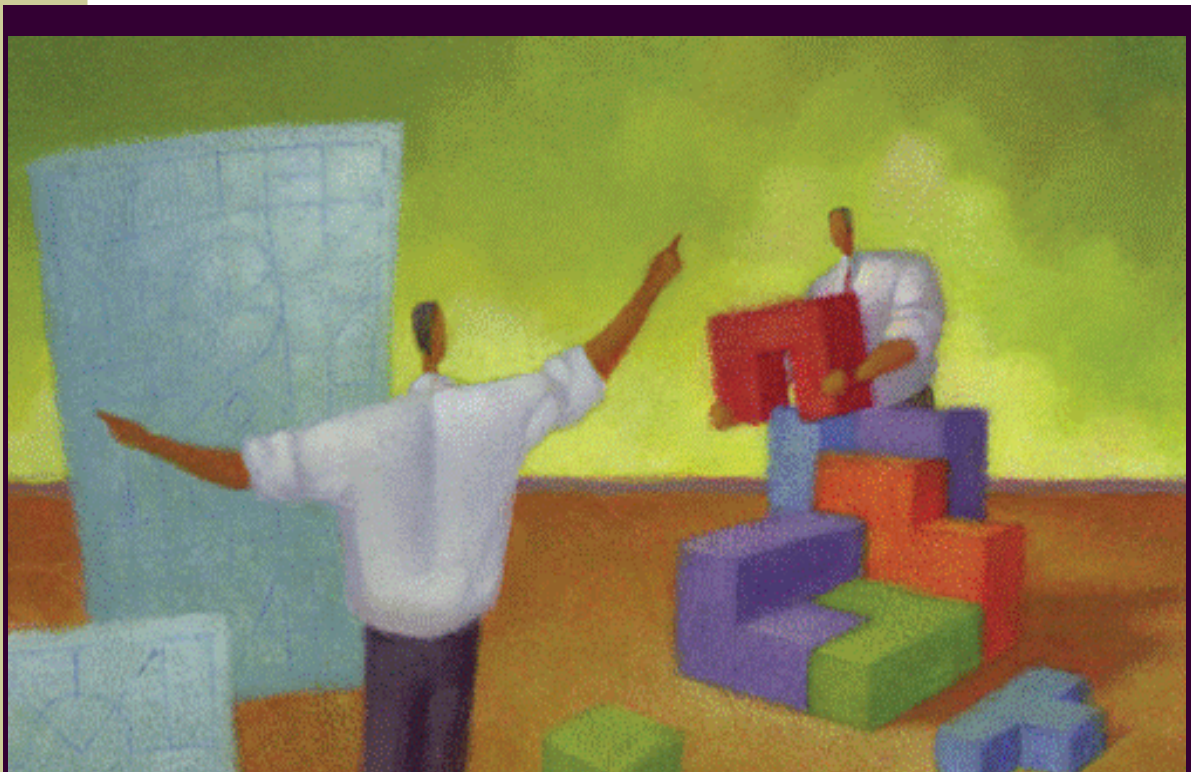
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October 6, 2009

Hilton San Francisco Airport

Burlingame, California



Program Guide

Summit Sponsors:



Program Organizers:



Reducing Readmission Rates in California Hospitals Leadership Summit October 6, 2009

Overview

The current health reform debate has drawn national attention to a number of ideas that promise to improve healthcare quality and reduce costs. Reducing preventable hospital readmissions might achieve both of these goals; however, the shape of healthcare reform is uncertain, making it difficult for stakeholders to craft interventions they are confident will align with reforms.

Earlier this year, the Medicare Payment Advisory Commission (MedPAC) suggested that savings from preventing readmissions could be considerable and recommended payment reductions to hospitals with high readmission rates. They reported that one in five (roughly 18 percent) of Medicare beneficiaries discharged from hospitals were readmitted within 30 days costing over \$15 billion in unplanned hospital readmissions. State Medicaid and private insurers also report significant opportunities to reduce readmissions.

Health reform legislation currently proposed in *HR 3200: America's Affordable Health Choices Act* and the *Senate Finance Committee Chairman's Mark: America's Healthy Future Act* include Medicare provisions to reduce potentially preventable hospital readmissions. The White House 2010 Budget outline includes \$8.43 billion in savings from reductions in readmissions which further demonstrates the momentum to address hospital readmission rates.

The timing is right to gather key California stakeholders for a Leadership Summit to consider opportunities to reduce hospital readmissions, share best practices, and provide a forum for creating solutions. The California HealthCare Foundation (CHCF) and the Gordon and Betty Moore Foundation have co-sponsored the *Reducing Readmission Rates in California Hospitals Leadership Summit* to address this critical issue in healthcare.

Objectives of the Leadership Summit are to:

- Clarify the status and relevant details of health reform and proposed payment policies, specifically how they may impact existing programs and incentive structures designed to reduce hospital readmissions
- Explore current best practices to reduce readmission rates in California
- Consider the development of regional pilots involving the collaboration of health plans, hospitals and physician organizations to reduce hospital readmissions

California stakeholders have a strong incentive to collectively address readmission rates and align incentives toward better care. The outcome of discussions at this Leadership Summit will inform the design and development of future regional pilots.

AGENDA

Tuesday, October 6, 2009

7:30 am Registration and Continental Breakfast Anza Pre-function/Anza III

8:30 am - 10:45 am **GENERAL SESSION** Anza I & II

8:30 AM - 8:45 AM **Welcome and Opening Remarks**

- Martha Nicholson, MD, Senior Program Officer, Gordon and Betty Moore Foundation
- Mark D. Smith, MD, MBA, President & CEO, California HealthCare Foundation
- Bruce Spurlock, MD, Executive Director, Clinical Acceleration, Beacon, The Bay Area Patient Safety Collaborative; President and Chief Executive Officer, Convergence Health Consulting

8:45 AM - 9:30 AM **Overview of Potential Opportunity: Cost and Quality at Federal and State Levels**

- Steve Jencks, MD, MPH, Independent Consultant; Former Director of the Quality Improvement Group, Office of Clinical Standards and Quality, Centers for Medicare and Medicaid Services (CMS); Former Assistant Surgeon General, U.S. Public Health Service

9:30 AM - 10:45 AM **CMS and State Perspective on Readmissions Payment and Policy: Panel Discussion**

Moderator:

- Peter V. Lee, Executive Director, National Health Policy, Pacific Business Group on Health

Panelists:

- Arnold Milstein, MD, U.S. Thought Leader, Mercer Health & Benefits; Medical Director, Pacific Business Group on Health
- Robert Kocher, MD, Special Assistant to the President for Healthcare Policy, National Economic Council
- Barry M. Straube, MD, Chief Medical Officer and Director, Office of Clinical Standards and Quality, Centers for Medicare and Medicaid Services (CMS)
- Toby Douglas, MPP, MPH, Chief Deputy Director, Department of Health Care Services, State of California

10:45 am - 11:00 am **REFRESHMENT BREAK** Anza Pre-function

AGENDA

Tuesday, October 6, 2009

11:00 am - 12:00 pm

GENERAL SESSION

Anza I & II

11:00 AM - 11:30 AM **Incentive Models: Common Payment Structures**

- Norbert Goldfield, MD, Medical Director, 3M Health Information Systems, Inc.

11:30 AM - 11:50 AM **Current Readmissions Rates**

- R. Adams Dudley, MD, MBA, Professor of Medicine and Health Policy, Associate Director for Research, Philip R. Lee Institute for Health Policy Studies, University of California, San Francisco

11:50 AM - 12:00 PM **Morning Wrap Up & Key Points**

- Bruce Spurlock, MD, Executive Director, Clinical Acceleration, Beacon, The Bay Area Patient Safety Collaborative; President and Chief Executive Officer, Convergence Health Consulting

12:00 pm - 12:45 pm

Lunch

Anza Pre-function/Anza III

12:45 pm - 2:00 pm

GENERAL SESSION

Anza I & II

12:45 PM - 2:00 PM **Effective Strategies to Reduce Readmissions: Panel Discussion**

Moderator:

- Bruce Spurlock, MD, Executive Director, Clinical Acceleration, Beacon, The Bay Area Patient Safety Collaborative; President and Chief Executive Officer, Convergence Health Consulting

Panelists:

- Celeste Chavez, RN, MSN, FNP, Heart Failure Program Manager, Sutter VNA & Hospice
- Brad Stuart, MD, Senior Medical Director, Sutter VNA & Hospice
- Karla Ascencio, RN, Director of Health Services, Sharp Community Medical Group
- Patti Derouin-Genel, RN, Manager for Inpatient Care, Sharp Community Medical Group
- Laurie Carson, FNP-C, MSN, Cardiovascular Outreach Care Coordinator, Saddleback Memorial Medical Center
- Raymond Chan, MD, MBA, Director, Clinical Services and Quality, Hill Physicians Medical Group

AGENDA

Tuesday, October 6, 2009

2:00 pm - 3:15 pm

WORKGROUP SESSIONS

Breakout Rooms

Please refer to your name badge insert for your work group number and room assignment

2:00 pm - 3:15 pm **Concurrent Working Groups: Issues Regarding Testing/Spreading Best Practices and Testing/Implementing Inventive Strategies**

Work Group #1

Facilitators:

- Bruce Spurlock, MD, Executive Director, Clinical Acceleration, Beacon, The Bay Area Patient Safety Collaborative; President and Chief Executive Officer, Convergence Health Consulting
- Martha Nicholson, MD, Senior Program Officer, The Gordon and Betty Moore Foundation

Work Group #2

Facilitators:

- Raymond Chan, MD, MBA, Director, Clinical Services and Quality, Hill Physicians Medical Group
- Diane Stewart, MBA, Director, Performance Improvement, Pacific Business Group on Health

Work Group #3

Facilitators:

- Sophia Chang, MD, MPH, Director, Better Chronic Disease Care, California Healthcare Foundation (CHCF)
- Tom Williams, MPH, MBA, Executive Director, Integrated Healthcare Association

3:15 pm - 4:00 pm

GENERAL SESSION

Anza I & II

3:15 PM - 4:00 PM **Moving Toward Collaborative Solutions: Next Steps and Action Items (Facilitated Group Discussion)**

Facilitator:

- Bruce Spurlock, MD, Executive Director, Clinical Acceleration, Beacon, The Bay Area Patient Safety Collaborative; President and Chief Executive Officer, Convergence Health Consulting

4:00 pm

MEETING ADJOURNS

An electronic survey to evaluate this meeting will be distributed to all participants post-Summit.

SPEAKER BIOGRAPHIES



Karla R. Ascencio, RN, BSN, Director of Health Services, Sharp Health Care

Karla Ascencio is currently the Health Services Director at Sharp Health Care (SHC), accountable for developing and overseeing operational strategies for clinical products, programs and services for the IPA with approximately 150,000 members. She works in collaboration with the senior management team in strategic planning and analysis of opportunities for expanding lines of business, and provides direction to over 140 staff members. Previously, Ms. Ascencio was Manager of the Out of Network Department responsible for daily management of all SHC members requiring admission to non-network hospitals. She was also a Case Management Manager in the Social Work Department at SHC Grossmont Hospital in La Mesa, California with oversight and management of 60 staff members who performed case management and social work services for the 375-bed acute care hospital. Ms. Ascencio received her Masters in Health Care Administration from the University of St. Francis in Joliet, Illinois, and her BS in Nursing from Avila College in Kansas City, Missouri.



Laurie Carson, FNP-C, MSN, Cardiovascular Outreach Care Coordinator, Saddleback Memorial Medical Center

Laurie Carson is the Cardiovascular Outreach Care Coordinator since 2007. She previously accumulated 20+ years as an Intensive Care Unit / Critical Care Unit (ICU/CCU) staff nurse (III) at Saddleback Memorial Medical Center. She is a graduate and adjunct faculty of the Nursing SCAN program at Azusa Pacific University. Ms. Carson is also a contracting nursing educator and clinical instructor of critical care semesters at Saddleback College School of Registered Nursing. She previously was a Cardiac Medical Outcomes Manager and Coordinator of Congestive Heart Failure Program at Saddleback. Before joining the Saddleback organization, Ms. Carson was a staff nurse (III) in the Pediatric Intensive Care Unit at Primary Children's Medical Center in Salt Lake City, Utah; staff nurse of ICU/CCU at the Community Hospital of the Monterey Peninsula in Carmel, California; and staff and charge nurse of CCU at the Western Medical Center in Santa Ana, California. In addition to receiving her RN from Saddleback College, she received her BSN from California State University at Fullerton, and her MSN/FNP from Azusa Pacific University.



Raymond Chan, MD, MBA, Director, Clinical Services and Quality, Hill Physicians Medical Group

Dr. Raymond Chan is currently the Director of Clinical Services and Quality for Hill Physicians Medical Group, the largest IPA in Northern California, where he is responsible for optimizing the organization's inpatient utilization. He is a recognized utilization management expert, having had over 15 years of managed care experience at regional and national medical director levels. He understands the needs of both health plans and providers of care, having held significant positions on both sides of the table. A board-certified family physician, Dr. Chan added to his managed care experience with a Health Care Executive MBA from the University of California at Irvine. Raymond is passionate about the need for medical professionals at all levels to better manage the nation's medical resources, and in so doing, create a more efficient and higher quality health care delivery system for the American people.



Sophia Chang, MD, MPH, Director, Better Chronic Disease Care, California HealthCare Foundation

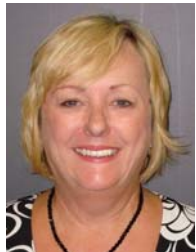
Dr. Sophia Chang is the director of the Foundation's Better Chronic Disease Care program, which focuses on improving the quality of care for Californians with chronic diseases. The Foundation's work in this area highlights quality improvement supported by information technology, innovative approaches to attain measurable improvements in chronic disease outcomes, and better care at the end of life. She is the former director of the Veteran Health Administration's Center for Quality Management in Public Health, which worked to improve patient care through the use of innovative quality management techniques and clinical information systems. Chang's previous positions include: director of the HIV/AIDS program for the Henry J. Kaiser Family Foundation; medical director of the San Francisco Health Plan, a managed health care plan for Medicaid recipients; and director of AIDS Health Services for the San Francisco Department of Public Health. She also worked as a medical researcher examining health disparities in breast cancer care. Chang continues to practice general internal medicine at San Francisco General Hospital as a UCSF faculty member. She holds a master's in public health from the University of California, Berkeley, a medical doctorate from Columbia University's College of Physicians and Surgeons, and a bachelor's degree from Amherst College.



Celeste Chavez, MSN, RN, FNP, Heart Failure Program Manager, Sutter VNA & Hospice

Celeste Chavez is the Heart Failure Program Manager at Sutter VNA & Hospice. She has worked with Cardiovascular & Diabetes patients during her nursing career and has special interest in heart failure, women & heart disease and chronic disease management. Ms. Chavez has worked for Sutter Health for the past 20 years and is now at Sutter VNA & Hospice creating a Heart Failure Continuum of Care Model with a grant from the Gordon & Betty Moore Foundation.

SPEAKER BIOGRAPHIES



Patty Derouin-Genel, RN, Manager for Inpatient Care, Sharp Community Medical Group

Patty Derouin-Genel is responsible for the development, implementation and daily operations of the hospital based case management program at Sharp Community Medical Group. She was previously Manager of Authorizations at SCAN Health Plan, where she provided management supervision and technical expertise in utilization management. Ms. Derouin-Genel was also the Manager of Ambulatory Care at Monarch HealthCare in Irvine, California. As a Senior Business Consultant for PacifiCare Health Systems, she provided advanced technical, business and consulting expertise in utilization management, case management, disease management, and network development franchise operations in New Mexico, Massachusetts, and Hawaii from 1997 to 2003. Also at PacifiCare, she was Manager of Medical Management; and Case Manager. She received her RN at Long Beach City College in Long Beach, California.



Toby Douglas, MPP, MPH, Chief Deputy Director, California Department of Health Care Services

Toby Douglas has served as a senior manager for the Medi-Cal program since 2005. As the Administrator of health care programs, he manages a budget of over \$37 billion, and a workforce of approximately 1,700 employees. He is responsible for setting Medi-Cal policy, operation of the Medi-Cal payment systems and field offices, and oversight of the Medi-Cal Managed Care program. He is also responsible for the Children's Medical Services and Primary and Rural Health programs. With the newly created Department of Health Care Services in July of 2007, Mr. Douglas served as the Deputy Director of Health Care Programs. He served as the Assistant Deputy Director for Medical Care Services for the California Department of Health Services since September 2005. Before joining the State, he was the Deputy Director of the San Mateo County Health Department, where he was responsible for the activities related to health access, policy and planning. Previously, he was a research associate at the Urban Institute, a non-partisan, social policy research organization in Washington, DC. Mr. Douglas graduated from the University of California, Berkeley and earned a Master in Public Health and a Master in Public Policy from the University of California, Berkeley.



R. Adams Dudley, MD, MBA, Professor of Medicine and Health Policy, Associate Director for Research, Philip R. Lee Institute for Health Policy Studies, University of California

Dr. Adams Dudley is Associate Professor of Medicine and Health Policy at the University of California, San Francisco. He is also Associate Director for Research at UCSF's Institute for Health Policy Studies. In 2005, he became the first physician at UCSF to receive the prestigious Robert Wood Johnson Foundation Investigator Award in Health Policy. His major research interests include developing measures of quality and efficiency of care, assessing the impact of quality-based or value-based purchasing by employers and health plans, the consumer role in value-based purchasing, and financial risk adjustment (adjusting premiums and capitation rates to reflect the severity of illness of enrollees). Dr. Dudley received his MD from the Duke University in 1991 and his MBA from Stanford in 1990. After an internal medicine residency at the Massachusetts General Hospital, he did his pulmonary and critical care fellowship at UCSF.



Norbert Goldfield, MD, Medical Director, 3M Health Information Systems

Dr. Norbert Goldfield is Medical Director for 3M Health Information Systems. In this capacity, he has, for the past 20 years, implemented payment systems linked to quality throughout the United States and overseas, with both public and private payers. Most recently, he has worked on practical implementation of payment/quality measurement systems for episodes of illness, the "medical home" for primary care physicians, hospital readmissions and avoidable hospital complications. He is editor of the peer reviewed Journal of Ambulatory Care Management. His most recent books are *Delivering High Quality, Cost-Effective Care to All: The Scientific and Political Ingredients for Success*; and *Physician Profiling and Risk Adjustment*. Dr. Goldfield is a board certified practicing internist (2 days a week at a community health center in Springfield, MA). He is also founder of several not for profits and, most recently, founder and executive director of Healing Across the Divides (www.healingdivides.org), an organization that provides grants and technical advice to not for profit Israeli and Palestinian groups trying to improve health within a community framework.



Stephen F. Jencks, MD, MPH, Consultant

Since leaving Federal service in 2007, Dr. Stephen Jencks has been an independent consultant in healthcare safety and quality and Senior Fellow at the Institute for Healthcare Improvement. His work focuses on understanding and preventing re-hospitalization and other adverse results of poor transition planning. At the Federal Centers for Medicare & Medicare Services (CMS) he was Chief Scientist in the Office of Research and later was Senior Clinical Advisor and Director of the Quality Improvement Organization program in the Office of Clinical Standards and Quality. He led transformation of Medicare's Quality Improvement Organization program from focusing on deficient providers to achieving national improvements in healthcare systems. He has received the Ernest A. Codman Award, the Distinguished Service Medal of the U.S. Public Health Service, and six Secretary's Distinguished Service Awards, and retired as Assistant Surgeon General.

SPEAKER BIOGRAPHIES



Robert Kocher, MD, Special Assistant to the President, National Economic Council

Dr. Bob Kocher is a member of the National Economic Council focusing on healthcare economics and policies. He joined the Obama Administration after serving as a partner at McKinsey & Company where he led McKinsey Global Institute's healthcare economic research team, and served private and public sector healthcare clients. He has worked extensively with hospitals, health systems, policy makers, and governments in 18 countries to improve health system design and performance, clinical outcomes, operations, patient experience, service line strategy, and financial performance. In addition, he led major research efforts to understand the U.S. health system, to look at why healthcare is so expensive in the U.S., to examine differences in state performance, and to develop a framework for guiding health system reform around the world. Dr. Kocher received a BS in Zoology and a BA in Political Science from the University of Washington. He received his MD with AOA honors from George Washington University. He completed his residency at the Beth Israel Deaconess Medical Center and the Harvard Medical School, where he was an Instructor of the Doctor/Patient medical student course.



Peter V. Lee, JD, Executive Director, National Health Policy, Pacific Business Group on Health

Peter Lee is the Executive Director for National Health Policy of the Pacific Business Group on Health (PBGH), overseeing the efforts of PBGH to shape national and state policies to reinforce purchasers' efforts to improve the affordability and accessibility of high quality health care. Mr. Lee represents the perspective of purchasers seeking to promote high value in health care by working on California and national policy and quality reform efforts. Mr. Lee is a member of the boards of the National Committee on Quality Assurance (NCQA), the National Quality Forum (NQF), the National Priorities Partnership, and is the co-chair of the Consumer/Purchaser Disclosure Project, a national effort to promote better transparency of health care providers' performance. Mr. Lee served as the Chief Executive Officer of PBGH from 2000 to 2008. Before joining PBGH, he was the Executive Director of the Center for Health Care Rights and an attorney with the Los Angeles firm of Tuttle & Taylor. In the 1980s, he worked on health care issues in Washington, DC, where he was the Director of Programs for the National AIDS Network. He received his law degree from the University of Southern California and his undergraduate degree from the University of California at Berkeley.



Martha Nicholson, MD, Senior Program Officer, The Gordon and Betty Moore Foundation

Dr. Martha Nicholson is a senior program officer for the Betty Irene Moore Nursing Initiative. Prior to joining the Foundation, Dr. Nicholson worked as a director of clinical research for two pharmaceutical companies, leading clinical studies in cardiology indications. She received her MD at the University of California, Davis, where she also did her residency. She completed her fellowship in cardiology at the University of California, San Francisco before moving into clinical research.



Arnold Milstein, MD, MPH, Medical Director, Pacific Business Group on Health; U.S. Thought Leader, Mercer Health & Benefits

Dr. Arnold Milstein is Medical Director of the Pacific Business Group on Health (PBGH) and the Chief Physician at Mercer Health & Benefits. His work and publications focus on health care purchasing strategy, the psychology of clinical performance improvement, and clinical innovations that reduce total health care spending and improve quality. He co-founded both the Leapfrog Group and the Consumer-Purchaser Disclosure Project. He heads performance measurement activities for both initiatives and is a Congressional MedPAC Commissioner. The New England Journal of Medicine's series on employer sponsored health insurance described him as a "pioneer" in efforts to advance quality of care. Dr. Milstein was elected to the Institute of Medicine of the National Academy of Sciences and is a faculty member at UCSF's Institute for Health Policy Studies. He was educated at Harvard (BA-Economics), Tufts (MD) and UC Berkeley (MPH-Health Services Evaluation & Planning).



Mark D. Smith, MD, MBA, President and CEO, California HealthCare Foundation

Dr. Smith is the President and CEO of the California HealthCare Foundation (CHCF). CHCF is an independent philanthropy with assets of \$800 million dedicated to improving the health of the people of California. A board-certified internist, he is a member of the clinical faculty at the University of California San Francisco and an attending physician at the Positive Health Program for AIDS care at San Francisco General Hospital. He is a member of the Institute of Medicine and serves on the board of the National Business Group on Health. Prior to joining CHCF, Dr. Smith was Executive VP of the Henry J. Kaiser Family Foundation and previously served as Associate Director of the AIDS Service and Assistant Professor of Medicine and of Health Policy and Management at Johns Hopkins University. He has served on the Performance Measurement Committee of the National Committee for Quality Assurance and the editorial board of the *Annals of Internal Medicine*. Dr. Smith received a BA in Afro-American Studies from Harvard College, an MD from the School of Medicine at the University of North Carolina at Chapel Hill, and an MBA with a concentration in health care administration from the Wharton School at the University of Pennsylvania.

SPEAKER BIOGRAPHIES



Bruce W. Spurlock, MD, President & CEO, Convergence Health Consulting; Executive Director, Clinical Acceleration, Beacon, The Bay Area Patient Safety Collaborative

Dr. Bruce Spurlock is President & CEO of Convergence Health Consulting, a boutique management consulting firm working with diverse stakeholders in health care. Dr. Spurlock works with physicians and health care executives to create state-of-the-art clinical management programs. He is Chair of the CHART Steering Committee, a groundbreaking initiative of hospitals, purchasers, health plans and consumer groups to produce a voluntary, standardized hospital performance report in California. He also leads large, multi-participant quality collaboratives designed to accelerate the dissemination of evidence-based clinical practices. Currently, he is an Adjunct Associate Professor with Stanford University. Prior to developing his consulting practice, Dr. Spurlock was executive VP for the California Healthcare Association (CHA) where he served as an expert in physician group relations, health policy for clinical and managed care issues, and quality and performance measurement. He also practiced internal medicine as a senior physician with The Permanente Medical Group for 10 years. Dr. Spurlock received his MD from the University of California, Davis and completed his internal medicine residency, chief residency and general medicine fellowship at Kaiser Foundation Hospital in Santa Clara, California.



Diane Stewart, MBA, Director Performance Improvement, Pacific Business Group on Health

Diane Stewart joined PBGH in 2001. She directs the California Quality Collaborative – a statewide program to re-engineer care in the outpatient setting in partnership with health plans, medical groups and employers. She directs the California Improvement Network, a program funded by the California HealthCare Foundation to foster practice improvement across all delivery systems in California. Previously, she led the technical development team for the IHA P4P program. Prior to joining PBGH, Ms. Stewart was Director of Quality and Planning at the Palo Alto Medical Foundation, where she initiated the quality program driving improved outcomes in patient satisfaction, clinical performance, financial performance and staff satisfaction. She held management positions at Harvard Community Health Plan and other IPAs and medical groups on the east coast. Ms. Stewart received a BA in Biology from Dartmouth College and an MBA from the Yale School of Management.



Barry M. Straube, MD, Chief Medical Officer and Director, Office of Clinical Standards & Quality, Centers for Medicare and Medicaid Services (CMS)

Dr. Barry Straube is the Director of the Office of Clinical Standards and Quality (OCSQ) and Chief Medical Officer (CMO) at the Centers for Medicare and Medicaid Services (CMS). In his OCSQ role, Dr. Straube oversees several major elements of the CMS quality and clinical policy portfolio, including the development of national coverage policies and quality standards for Medicare and Medicaid providers; quality measurement and public reporting initiatives; and manages the Quality Improvement Organization (QIO) program. As Acting Chief Medical Officer, Dr. Straube serves as a senior advisor to the Administrator on clinical and scientific policy. He also co-chairs the CMS Council on Technology and Innovation, and serves as Executive Director for the CMS Quality Council. Dr. Straube received an AB (magna cum laude, Phi Beta Kappa) from Princeton University and received his MD from the University of Michigan Medical School. He completed an internal medicine residency at California Pacific Medical Center in San Francisco and subsequently served as a Renal Fellow at Tufts University-New England Medical Center in Boston.



Brad Stuart, MD, Senior Medical Director, Sutter VNA & Hospice

Dr. Brad Stuart, Senior Medical Director at Sutter VNA & Hospice, founded the Heart Failure Continuum of Care/Cardiac Outpatient Resources (COR) program, a continuum of care for heart failure patients from hospital to home, funded by a grant from the Gordon and Betty Moore Foundation. He also founded Advanced Illness Management (AIM), integrating home and hospital-based care for patients with late-stage chronic illness, funded by the Robert Wood Johnson Foundation. He was primary author of *Medical Guidelines for Prognosis in Selected Non-Cancer Diseases*, adopted as national Medicare hospice eligibility criteria. In 2007 he was voted "Physician of the Year" by the California Association for Health Services at Home. He is published widely and has lectured internationally on medical and psychosocial issues in heart failure and at the end of life.



Tom Williams, MBA, MPH, Executive Director, Integrated Healthcare Association

Tom Williams serves as Executive Director of the Integrated Healthcare Association, promoting quality improvement, accountability and affordability of health care in California. He is engaged in management of IHA's programs and initiatives, including the statewide pay for performance program, medical technology value-based purchasing initiative; and healthcare affordability. Mr. Williams has extensive executive-level experience in medical group management, managed healthcare, and health insurance, including 15 years as an executive at Aetna. He has served on numerous private company and non-profit boards involved in healthcare and the environment. Mr. Williams received a BS in environmental biology from the University of California at Santa Barbara and earned his Masters in Business Administration and Public Health from the University of Hawaii. He is currently a doctoral candidate at the University of California at Berkeley in public health with a focus on quality improvement in healthcare.

The Reducing Readmission Rates in California Hospitals Leadership Summit was sponsored and organized by the following organizations:

Sponsors:



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About California HealthCare Foundation

The California HealthCare Foundation is an independent philanthropy committed to improving the way health care is delivered and financed in California. By promoting innovations in care and broader access to information, our goal is to ensure that all Californians can get the care they need, when they need it, at a price they can afford. CHCF commissions research and analysis; publishes and disseminates information; convenes meetings of key health care groups; and funds development of programs and models aimed at improving health care in

About the Gordon and Betty Moore Foundation

Established in September 2000, the Gordon and Betty Moore Foundation seeks to improve the quality of life for future generations. The Foundation's science-based, results driven orientation stems from the principles and interests of Gordon and Betty Moore. The Foundation operates proactively in three specific areas of focus—environmental conservation, science, and the San Francisco Bay Area—where a significant and measurable impact can be achieved. Distinct Initiatives have been created within these three Program areas including the Betty Irene Moore Nursing Initiative (BIMNI) which seeks to improve nursing-related patient outcomes in hospitals in the Bay Area and in Greater Sacramento. In addition to Initiative-based grantmaking, the Foundation is providing significant funding to the Betty Irene Moore School of Nursing at UC Davis. www.moore.org



Program Organizers:



About the Integrated Healthcare Association

The Integrated Healthcare Association (IHA) is a statewide leadership group that promotes quality improvement, accountability, and affordability of health care in California. IHA administers the California Pay for Performance program, the largest non-governmental physician incentive program in the U.S. Other IHA programs include: value-based purchasing of medical devices; the measurement and reward of healthcare efficiency; and healthcare affordability.



About Pacific Business Group on Health

The Pacific Business Group on Health (PBGH), a business coalition of 50 purchasers, seeks to improve the quality and availability of health care while moderating cost. Since 1989, PBGH has played a leading role both nationally and statewide in health care measurement, trend moderation, and system accountability through public reporting. www.pbgh.org

FACILITY LAYOUT



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