

PRESENTER BIOGRAPHICAL SKETCHES  
Implementation and Usability Hearing  
HITSC Implementation Workgroup, HITPC Meaningful Use Workgroup and  
Certification & Adoption Workgroup

July 23, 2013

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**Vendor User Centered Design Processes**

*Raj Ratwani, National Center for Human Factors in Healthcare, MedStar Health*

*Terry Fairbanks, National Center for Human Factors in Healthcare, MedStar Health*

**Dr. Raj Ratwani, PhD** is the Scientific Director of the National Center for Human Factors in Healthcare. He has extensive experience planning, managing, and executing large-scale research programs that leverage human factors and cognitive science theories to address complex applied problems. Specific areas of expertise include attention, memory, perception, human-computer interaction, and statistical modeling. Dr. Ratwani has been working to improve usability and reduce error in health information technology and has been examining how socio-technical factors influence successful health information technology use.

Dr. Ratwani holds a B.S. in Cognitive Science from the University of California, San Diego and a M.A. and PhD in psychology, focusing on human factors/applied cognition, from George Mason University. He was a National Research Council post-doctoral fellow at the Naval Research Laboratory. Dr. Ratwani has held scientific positions in both the public/private sector. He has published over twenty-five peer reviewed publications in nationally recognized journals, has received several awards recognizing his scientific contributions and has given numerous presentations to human factors and healthcare audiences.

**Dr. Rollin (Terry) Fairbanks, MD, MS** is the Director of the National Center for Human Factors in Healthcare, Acting Director of MedStar Health's Simulation and Training Environment Lab (SiTEL), Associate Professor of Emergency Medicine at Georgetown University, and Adjunct Associate Professor of Industrial and Systems Engineering at the University at Buffalo. He is a practicing emergency physician at the MedStar Washington Hospital Center, and is a human factors engineering/system safety engineering researcher and patient safety innovator in many healthcare domains.

Dr. Fairbanks holds a masters degree in industrial systems engineering/ human factors engineering. He is a graduate of the HRET/NPSF Patient Safety Leadership Fellowship, and serves on national patient safety committees and advisory groups, including the Human Factors

Engineering Committee of the Association for the Advancement of Medical Instrumentation (AAMI), the group that has developed the Human Factors standards for medical devices (such as HE 74 and HE 75). Dr. Fairbanks' work has been published in more than 100 journal articles, book chapters, and proceedings papers that have appeared in the human factors engineering and medical literature.

### **Panel 1: Eligible Professionals**

*Chris Tashjian, River Falls Medical Clinics*  
*Craig Bradley, Texas Tech University HSC School of Medicine*  
*Paul Kleeberg, Stratis Health*  
*John Bowman, OrthoVirginia*

**Dr. Christopher H. Tashjian, MD, FAAFP** has a passion for practicing quality care at an affordable price. Consumer Reports recently named his clinic #1 in Western WI for quality and value in diabetes and heart care. This has been attributed in part to the implementation of a state of the art EMR system allowing direct access to patient data, changing the management of chronic disease from reactive to proactive.

Chris is Board Certified by the American Academy of Family Practice and is currently Chief of Medicine for the River Falls area hospital—a regional facility of Allina Hospitals. Special medical interests include EMR, public health, emergency medicine, quality care & measurement, and physician leadership.

He also is serving on the Information Exchange work group for the ONC pertaining to Stage 2 and 3 of Meaningful Use. He serves as WHITEC's (WI Regional Extension Center) Medical Director.

He earned his Doctor of Medicine, University of Minnesota, Minneapolis, while simultaneously attending the Graduate School of Business working towards an MBA. He most recently graduated from the Physician Leadership College at St. Thomas University.

His family resides in River Falls WI. His hobbies include Boy Scouts, Rotary, Computers, Kayaking and Bicycling.

**Craig Bradley, MD** is the Chief Medical Information Officer for Texas Tech Physicians of Lubbock, the medical practice of the faculty and residents of the School of Medicine at Texas Tech University Health Sciences Center in Lubbock, Texas. He has held this position since 2010. In addition to overseeing the EHR and Clinical Transformation efforts of the practice, he has played a leadership role in the broader HIT efforts of the three entities in Lubbock, Texas who share a single EHR (Texas Tech Physicians of Lubbock, University Medical Center, the county hospital, and Physicians Network Services, a hospital-affiliated multi-specialty group). This combined entity represents the

healthcare of about 40% of the patients in Lubbock and the surrounding area, and, as such, sharing a single EHR offers unique opportunities and challenges. The EPs of both groups and the hospital all began Meaningful Use attestation in 2011, and anticipate attaining Stage 2 Meaningful Use in 2014.

Dr. Bradley is also a family physician and assistant professor, a role to which he came in 2008 after 15 years in private practice. He has used EHRs in one form or another since 2000. His private and academic practices have encompassed the full range of family medicine, with a special focus on obstetrics, including comprehensive prenatal care and delivery, including caesarean sections.

From 2005 to 2008, Dr. Bradley also worked part time on a consulting basis with eClinicalWorks, where his work included architecture and design of several usability enhancing projects. He has a special interest in software usability and design, especially electronic health records.

**Dr. Paul Kleeberg** is Chief Medical Informatics Officer for Stratis Health and the Clinical Director for REACH, the Minnesota-North Dakota Regional Extension Assistance Center for HIT. Dr. Kleeberg is board certified in Family Medicine, has been in private practice in rural Minnesota and later in a large integrated delivery system. He has had extensive experience in EHR implementation and use before joining Stratis Health.

Dr. Kleeberg received his medical degree from Stanford University and completed his residency in Family Medicine at the University of Minnesota. He is a fellow in the American Academy of Family Physicians (AAFP) and in the Healthcare Information and Management Systems Society (HIMSS) where he serves on their board of directors and is Board Chair-elect. He has chaired several workgroups for the Minnesota e-Health Advisory Committee and has chaired the Meaningful Use Community of Practice Advisory Group for the Office of the National Coordinator's (ONC) resource center (HITRC).

**John David Bowman, MD** retired from active practice in early January, 2013, in OrthoVirginia and assumed the role of Chief Medical Officer for this group of 40 orthopedists in Richmond, Virginia. Now, as throughout his clinical years, he is applying his skills in IT, oversight of clinical operations, and deployment of outcome monitoring programs.

## **Panel 2: Eligible Hospitals**

*Pamela McNutt, Methodist Health System  
Rod Dykehouse, Penn State Hershey Medical Center and Health System  
Randy McCleese, St. Claire Regional Medical Center  
Tom Pagano, HCA Capital Division*

**Pamela McNutt** has been in the field of healthcare information technology for 31 years, the last 20 of which in the role of Chief Information Officer (CIO). She is currently the Sr. Vice-President and CIO with Methodist Health System a six hospital system in Dallas, Texas. Methodist has teaching and community ambulatory clinics and is participating in the Medicare Shared Savings ACO program.

Ms. McNutt has served as a Director on the Healthcare Information and Management Systems Society (HIMSS) national Board (1998-2001), on the College of Healthcare Information Management Executives (CHIME) as a Trustee (2007-2009) and as Chair of the Healthcare Information Systems Executives Association.

Pamela is a fellow in CHIME and HIMSS. She was awarded the John Gall CIO of the year award in 2002, the HIMSS Leadership award in 2001 and the HIMSS Information Systems award in 1998. She participated as faculty in the CHIME Healthcare CIO Boot Camp 2003- 2006, served as Chair of the CHIME Advocacy Leadership Team (2008 - 2009) and Chaired the CHIME Policy Steering Committee (2009 – 2011). Modern Healthcare named Pamela one of the Top 25 Women in Healthcare in 2011 and she was named as “56 Women Hospital & Health care Leaders to Know” by Becker's Hospital Review magazine. She is a frequent speaker on the topic of the implications of the ARRA HITECH incentives and HIPAA regulations.

**Rodney C. Dykehouse** joined Penn State Hershey Medical Center and College of Medicine as Chief Information Officer (CIO) in July, 2012. Annually, Penn State Hershey Medical Center admits nearly 27,000 patients and provides care for over 893,000 outpatient and over 64,000 emergency-service visits in central Pennsylvania. Penn State Hershey Medical Center has over 9,000 employees and 400 volunteers, and the College of Medicine enrolls 800 students annually.

As CIO, Rod Dykehouse is responsible for the effective deployment, adoption, use, and support of information technologies across the entire clinical, academic and research enterprise. Rod has extensive experience as a CIO in both academic medical centers and large health care systems. He previously served as CIO for both UCLA Medical Sciences, and Froedtert Health System, an academic partner of the Medical College of Wisconsin. At UCLA, Rod oversaw IT for the organizations' medical centers, faculty practice groups and schools of medicine, including IT support for research initiatives. His CIO experience with large health systems was with St. John Health System in Detroit, Michigan, and ProHealth Care in Waukesha, Wisconsin.

Rod holds a master's degree in health administration from the University of Michigan and a bachelor's degree from Kalamazoo College. He has more than 25 years of experience in IT management.

**Randy McCleese** has twenty seven years of information systems management experience with more than seventeen years in healthcare. He currently serves as Vice President of Information Services and Chief Information Officer at St. Claire Regional Medical Center in Morehead, Kentucky. Randy is responsible for the strategic planning and daily operations of information technology, telecommunications, informatics and biomedical technology.

Prior to St. Claire, Randy spent fourteen and a half years with Equitable Resources in Prestonsburg, KY and Kingsport, TN as a Geologist and Manager of Information Resources.

Randy earned an MBA degree from East Tennessee State University and Master of Science in Information Systems, Bachelor of Science in geology and Bachelor of Business Administration in computer information systems degrees from Morehead State University.

Randy has been a member of HIMSS since 1997 and a member of CHIME since 1998. He is also a member of ACHE.

He is a past President of the Kentucky Bluegrass Chapter of HIMSS and served on the Bluegrass HIMSS Board of Directors from 2001 to 2009. Randy served as the Bluegrass HIMSS Chapter Advocacy liaison from 2005 to 2009 and spearheaded the efforts to establish the inaugural HIMSS Advocacy Day in Kentucky in 2008. He served from 2008 to 2010 as the HIMSS Advocacy Vice-chair for the Midwest region which included 11 states. Randy is a 2008 recipient of the HIMSS Founders Leadership Award and is a HIMSS Fellow.

Randy is a member of the CHIME Board of Trustees and will serve as its Chair in 2014. He is also a member of the CHIME Public Policy Team, Policy Steering Committee and is chair of CHIME's StateNet. Randy has served on CHIME's Membership Committee, Foundation Education Committee, and the Fall 2008, Spring 2009 and Fall 2009 Forums Planning Committees. Randy is involved in the CHIME CIO certification process by serving as a participant in the item writing process, the passing point panel, item review group and the CHCIO Governing Board. He is a Certified Healthcare CIO, the recipient of the 2009 inaugural CHIME State Advocacy Award for CIO Leadership and a CHIME Fellow.

He is a past member of the Northern Kentucky University Center for Applied Informatics Advisory Board, the Northern Kentucky University Information Technology Leadership Forum and the Northern Kentucky University Masters of Health Informatics Advisory Board.

Randy has served on the Morehead State University Information Systems Department Advisory Board for the past several years and is an adjunct instructor of information systems at Morehead State.

Randy has been instrumental in the efforts to establish the Northeastern Kentucky Regional Health Information Organization (NEKY RHIO) and served as Chair of its Board of Directors in 2011 and 2012. Randy has been heavily involved in establishing the NEKY RHIO/Healthbridge Tri-State Regional Extension Center.

Randy is a member of the Kentucky Health Information Exchange Coordinating Council and serves on its Standards and Interoperability Committee.

### **Panel 3: Health Information Exchange and Interoperability**

*John Blair, Direct Trust*

*David Whitlinger, NY eHealth Collaborative*

*Tim Larson, Mayo Clinic*

*David Horrocks/Scott Afzal, CRISP*

**A. John Blair, III, MD, F.A.C.S.**, CEO of MedAllies, is a health care and technology executive with broad experience across the health care industry. MedAllies facilitates provider adoption of health information technology and integrates the health care community to facilitate care coordination and patient-provider communication. In 2011, MedAllies was selected by the Office of the National Coordinator (ONC) to provide the MedAllies Direct Solution software platform for one of the seven Reference Implementations of Direct. In 2012, the New York eHealth Collaborative (NYeC) chose the MedAllies software platform to run the Direct Network portion of the Statewide Health Information Network of New York, or SHIN-NY. MedAllies went live as a National Direct Health Information Service Provider in 2013 and is currently in candidate status with EHNAC for Direct Trust Agent Accreditation.

Blair is chair of the Direct Trust Board and serves on the Privacy and Security Workgroup of the Federal Advisory Policy Committee of the ONC. He 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.

**Dave Whitlinger**, prior to serving as Executive Director of New York eHealth Collaborative, served as the Director of Healthcare Device Standards and Interoperability for the Intel Corporation in its Digital Health Group.

Mr. Whitlinger was responsible for Intel's healthcare device interoperability strategies and the standards development to support those strategies. He has also led a large,

cross-industry consortium, the Continua Health Alliance, focused on the establishment of an ecosystem of interoperable, personal telehealth systems. Mr. Whitlinger was with Intel from 1993 to 2009.

Prior to establishing the Healthcare Device Standards Group, he worked on a wide variety of wireless standards. As a result, Mr. Whitlinger and his team have held leadership roles in many standards organizations throughout the world, including: Health Level Seven (HL7); Integrating the Healthcare Enterprise (IHE); IEEE 1073; Bluetooth SIG; WiMedia Alliance; Homeplug Alliance; UPnP Forum; Oasis; WSI; and, the Digital Living Network Alliance (DLNA).

He also served on the Bluetooth SIG Board of Directors for several years. Mr. Whitlinger is the author of five research journal articles, four of which focused on breast cancer DNA analysis.

**Dr. Timothy S. Larson, M.D.** is currently Medical Director for the Information Management Program at Mayo Clinic. He has been actively involved in clinical informatics for more than a decade including leadership roles for oversight of the electronic medical record at Mayo Clinic Rochester. He is a member of the Division of Nephrology, the Transplant Center and the Department of Laboratory Medicine and Pathology at Mayo Clinic Rochester, and is Associate Professor of Medicine at the Mayo Clinic College of Medicine.

**David Horrocks** is President and CEO of CRISP, Maryland's statewide health information exchange (HIE). Broadly, Mr. Horrocks is charged with the oversight and strategic development of the HIE as well as all program-related initiatives. CRISP's mission is to advance the health and wellness of Marylanders by deploying health information technology solutions adopted through cooperation and collaboration.

Prior to joining CRISP, David Horrocks was Senior Vice President for EMR Initiatives in the Developing Enterprises division of Erickson Retirement Communities, wherein he was responsible for the organization's several startup ventures seeking to promote electronic medical records and health information exchange. David also served at Retirement Living TV, a television network for seniors, where he was responsible for IT, HR, and business process improvement.

David previously served four years as CIO for Erickson Retirement Communities, during which time he led the effort to deploy Centricity EMR to all of Erickson's primary care providers as well as to extend electronic medical records to Erickson's Skilled Nursing facilities and Rehab departments. Prior to joining Erickson, David was with Visalign, an IT consulting firm, where he focused on infrastructure and economic analysis of IT projects. He also spent five years as a technologist for AbiliTech, a nonprofit company providing technology services to people with disabilities.

David holds a B.S. in Engineering from the University of Pennsylvania and an M.B.A. from the Wharton School of Business. He is currently pursuing an MPH at the Johns Hopkins Bloomberg School of Public Health.

#### **Panel 4: Usability**

*Art Swanson, Allscripts*

*Alisa Ray, CCHIT*

*Colin Buckley, KLAS*

*Nancy Staggers, HIMSS*

*Kevin Fickenscher and Jiajie Zhang, AMIA*

*Steven Stack, AMA*

**Art Swanson** is the Director of User Experience at Allscripts Healthcare Solutions. He has 12 years of experience in Human Factors, User Research, and User Experience and currently leads a team of designers and researchers working to develop new models and interaction patterns for Electronic Health Records. Art's prior experience includes automotive and aircraft research and design, medical device design, and extensive qualitative and quantitative evaluations of consumer and professional products.

**Alisa Ray, MHSA**, as Executive Director and CEO, supports the work of CCHIT's Boards of Commissioners and Trustees, manages CCHIT's business operations, and develops staff and resources to allow CCHIT to provide high quality services and programs to the HIT industry's stakeholders. She executed a three-year \$7.5M federal contract to develop the first EHR certification criteria and inspection process and oversaw the launch of the CCHIT Certified® EHR certification programs. Ms. Ray led CCHIT's attainment of both ANSI and NIST accreditation, and ONC-authorized Testing and Certification Body status. She also led CCHIT's selection as the compliance testing body for an upcoming HIE technology certification program developed by Healthway and the EHR/IWG Interoperability Workgroup.

Previously she was Assistant VP of Certification and Information Products at the National Committee for Quality Assurance (NCQA), where she guided the development and launch of the HEDIS Software Certification Program and the HEDIS Compliance Audit™. As a Senior Research Associate at the American Association of Health Plans, she managed initiatives in outcomes research, quality improvement and clinical performance measurement. At Medstat, she held product development, marketing and client consulting roles.

Ms. Ray received her Master's in Health Services Administration from the University of Michigan, School of Public Health and a BS in Psychology from the University of Michigan.



**Colin Buckley**, as Director of Research Strategy, oversees the research operations and strategy of the clinical and ambulatory team at KLAS. He works with executive healthcare providers to help them understand the clinical information system market and has authored reports examining the complexities of EMR solutions, CPOE adoption, meaningful use attestation and accountable care.

Additionally, Colin shares healthcare technology presentations with healthcare leaders throughout the industry and works with C-level providers in key decision making consultations.

Colin received his MBA from Brigham Young University and has more than fifteen years of research and consulting experience.

**Nancy Stagers** is an international expert in health informatics and usability. She has spent the majority of her 28 year career in health IT installing and evaluating enterprise electronic health record programs. She has been writing, speaking and conducting research about the usability of health IT for over 20 years. After a career in the military, she worked the University of Utah in joint IT and academic positions. In 2006, she was recognized as a nursing informatics pioneer by the AMIA nursing informatics workgroup. She is currently a professor in the informatics program at the University of Maryland.

**Kevin M. Fickenscher, M.D., CPE, FACPE, FAAFP** serves as the President and CEO of AMIA – the leading association of professionals involved in transforming healthcare through the analysis of information to support the creation of knowledge that serves as the source of innovation. Previously, he served in a variety of domestic and international positions for Dell Healthcare Services (NASDAQ: DELL). He joined Dell as part of their acquisition of Perot Systems in November 2009, where he served as the Chief Medical Officer, developed and led the healthcare consulting practice; and, served as the head of International Healthcare Services based in London. Prior to these technology-based experiences, he served as the Chief Medical Officer for Catholic Healthcare West based in California and Aurora Health Care based in Milwaukee. Earlier in his career, he served as an Assistant Dean with Michigan State University and at the University of North Dakota as the Founding Director of the Center for Rural Health, a nationally recognized research and policy center focus on rural healthcare.

Dr. Fickenscher is a recognized physician executive leader with extensive experience in strategic and operational development in complex healthcare organizations. He is a thought leader related to technology and information management with extensive experience in organizational transformation, physician management, health policy analysis, leadership development, clinical quality and resource/care management, among other areas.

Dr. Fickenscher is considered to be a dynamic, visionary leader in healthcare throughout the world. He has consistently been ranked among the *Most Powerful*

*Physician Executives in Healthcare* by *Modern Healthcare*. He is a regular participant in discussions and debates related to the future of healthcare, including testimony before Congress and participation in a variety of international healthcare forums. Among his other accomplishments, he was also a Regional White House Fellow finalist [1984], a Kellogg National Fellow [1985], an Emerging Leader in Healthcare [1991]; and, served as the Health Advisor to the 1988 Biden for President Campaign and as a member on the Clinton Healthcare Task Force.

Dr. Fickenscher graduated from the University of North Dakota School of Medicine in 1978 and trained as a family physician. He obtained his Family Practice Board-Certification in 1982, and is a Certified Physician Executive and Fellow with the American College of Physician Executives and a Fellow of the American Academy of Family Physicians.

**Dr. Jiajie Zhang, PhD** received his PhD in Cognitive Science from the University of California at San Diego. Dr. Zhang is currently Dean and the Dr. Doris L. Ross Professor at the University of Texas School of Biomedical Informatics.

Dr. Zhang is also the principal investigator and Director of the National Center for Cognitive Informatics and Decision Making in Healthcare (NCCD, also called SHARPC), which is funded by a \$15 million grant from the Office of National Coordinator for Health IT under the Strategic Health IT Advanced Research Projects program to lead the national effort on EHR usability, workflow, and cognitive support. He has authored more than 150 publications.

A longtime member of AMIA, Dr. Zhang was appointed by the AMIA Board of Directors to the Task Force on Usability in 2012.

**Steven J. Stack, MD**, an emergency physician residing in Lexington, Ky., was first elected to the American Medical Association Board of Trustees (BOT) in June 2006. Board-certified in emergency medicine, Dr. Stack currently practices in Lexington and surrounding central Kentucky.

Dr. Stack has served as medical director of multiple emergency departments, including St. Joseph East (Lexington), St. Joseph Mt. Sterling (rural eastern Kentucky) and Baptist Memorial Hospital (Memphis, Tenn.). He is the first emergency medicine board-certified physician to serve on the AMA-BOT.

Dr. Stack has special expertise in health information technology (IT) and has been chair of the AMA's Health Information Technology Advisory Group from 2007 to 2013. He has also served on multiple federal advisory groups for the Office of the National Coordinator for Health Information Technology (ONC), including the Information Exchange, PCAST Report, and Strategic Plan workgroups. A member of its board of directors since 2011, Dr. Stack is currently the secretary of eHealth Initiative, a non-

profit association committed to improving health care through the advancement of health IT.

Additionally, Dr. Stack has made notable contributions to the areas of physician licensure, regulation and assessment. Most recently he served as chair of the Federation of State Medical Boards (FSMB) Maintenance of Licensure (MOL) Implementation Group. Prior to this, he served as a member of both the FSMB's MOL Advisory Group and its Strategic Repositioning Task Force.

For more than 18 years Dr. Stack has demonstrated his professional commitment as an elected leader within numerous specialty and geographic medical professional associations at both the national and state level in Kentucky, Ohio and Tennessee. During his AMA-BOT tenure he has served as chair of the Compensation Committee, the Communications Strategies Committee, and the Awards and Nominations Committee.

Born and raised in Cleveland, Dr. Stack graduated magna cum laude from the College of the Holy Cross in Worcester, Mass., where he was a Henry Bean Scholar for classical studies. He then returned to Ohio, where he completed his medical school and emergency medicine residency training at the Ohio State University before moving to Memphis to begin his clinical practice. In June 2006 Dr. Stack and his family relocated to Lexington to be closer to their families in Ohio.

Dr. Stack is married and the proud father of an 8-year-old daughter. His wife, Tracie, is a practicing board-certified pediatric allergist and fellow AMA member. In his leisure time, Dr. Stack enjoys the study of classical Greek and Roman history, the study of early U.S. history and traveling with his wife and daughter.