



Hudson Valley Initiative Team Leadership

Revolutionary health care transformation

Susan Stuard, MBA **Executive Director, THINC**



Stuard leads the not-for-profit convening organization that establishes research-based criteria to enhance health care quality and value in the Hudson Valley. The organization uses its active leadership board and market leverage to advance accountable, patient-centered delivery models. She works with a multi-stakeholder board of directors, academic research teams and over 60 community and national subject matter experts to champion and implement pay-for-performance, quality improvement and health system transformation.

Under Stuard's leadership, THINC has championed a pay-for-performance physician practice transformation project that will reward practices that achieve NCQA PCMH certification. The program has also been designed to pay bonuses for achieving community-defined clinical and operational goals such as care coordination. THINC also sponsors the Hudson Valley Health Information Exchange and an EHR adoption program. Stuard serves as the primary liaison with THINC's constituent organizations and its board of directors and its committees.

Stuard is an expert voice serving on the National Committee for Quality Assurance's Accountable Care Organization Task Force, which is working to develop a consensus for ACOs qualifying and monitoring criteria. Prior to THINC, Stuard was the director for technology policy development at the NewYork-Presbyterian Hospital (NYPH). Stuard managed NYPH's health information exchange projects and developed the hospital's position relative to legislation and regulation of health information technology. Ms. Stuard was also the vice president of regulatory affairs for the Greater New York Hospital Association (GNYHA) where she led GNYHA's efforts with respect to clinical information technology and the HIPAA Privacy and Security rules. She has also held regulatory affairs and hospital operation roles at Memorial Sloan-Kettering Cancer Center. She holds an M.B.A. from the Yale School of Management and a bachelor's degree from Hamilton College.

A. JOHN BLAIR, III, MD, FACS **CEO, Med Allies and President, Taconic IPA**



Dr. Blair is president of Taconic IPA, a nearly 4000-member physician group at the forefront of transforming health care delivery in the Hudson Valley through meaningful use of health information technology and pay-for-performance incentives designed to increase the quality and cost-effectiveness of patient care. Taconic IPA's mission is to optimize the value of medical services through patient-centered care while maximizing physician satisfaction.

Blair also serves as the CEO of MedAllies, an organization that 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 built and operates the Hudson Valley Community Health Integration Platform (CHIP) which connects health care stakeholders throughout New York's Hudson Valley. The Hudson Valley CHIP operates under the direction of the Taconic Health Information Network and Community (THINC)

Dr. Blair is a board-certified general surgeon who spent fifteen years in academic medicine and private practice before becoming president of Taconic IPA. During his tenure at the IPA, Dr. Blair served as the co-principal investigator on several studies evaluating the impact of Health Information Technology on safety, quality and cost of health care in a community setting. While in clinical practice, he spent 10 years as the managing partner of Hudson Valley Surgical Associates, a multi-specialty surgical group.

Dr. Blair received his medical degree from Rush Medical School in Chicago and completed his surgical training at the University of Texas Medical Center in Dallas. He performed a gastrointestinal fellowship at the Middlesex Hospital in London, England. He published extensively in Gastrointestinal Physiology, his primary area of research. Dr. Blair is a recognized health care industry expert and public speaker. He is the recipient of the Health care Informatics' Health care IT Innovator of the Year Award.

Dr. Blair currently serves on the Privacy and Security Workgroup and the NHIN Workgroup of the Policy Committee of the Office of the National Coordinator. He co-chairs the HIE workgroup for the Certification Commission for Health Information Technology (CCHIT). He is a member of the National Committee on Quality Assurance (NCQA) Committee on Performance Measurement, and serves on the Health Information Technology Advisory Committee (HITAC) for the National Quality Forum.

Other examples of current and past positions include: Advisory member of the Health Information Management System Society (HIMSS) Board of Directors, the National Quality Forum's (NQF) Health IT Expert Panel (HITEP – II), the American Health Quality Association (AHQA), Doctor's Office Quality – Information Technology (DOQ-IT) Advisory Committee, the Joint Commission on Accreditation of Health care Organization (JCAHO) Health care Information Technology Advisory Panel, the NYeC-Business Council Joint Workgroup on Health Care IT Financial Sustainability, the Medical Society of the State of New York's (MSSNY) Health Information Technology Committee, the National Committee on Quality Assurance (NCQA) Care Coordination Expert Advisory Panel, the National Committee on Quality Assurance Technical Advisory Panel for Physician Practice Connections, Office of the National Coordinator (ONC) Anti-Fraud Health Information Technology Research Project, the Assistant Secretary for Planning and Evaluation at HHS: Expert Panel on Health Information Infrastructure Workforce.

Paul Kaye, MD

Medical Director, Taconic IPA, Vice President for Practice Transformation, Hudson River HealthCare, and treasurer of THINC



Dr. Kaye has been a pediatrician for 30 years. He serves a part-time medical director for Taconic IPA and also has provided medical leadership to a Community Health Center network that serves over 45,000 patients at 14 sites. Since 1998, Hudson River HealthCare has worked with the Institute for Healthcare Improvement and the Bureau of Primary Health Care to implement new models of care delivery, using clinical information systems to guide improvements in health.

In his role as Medical Director of Taconic IPA, Kaye leads the Taconic IPA Medical Council. He is now developing a care coordination training module for Taconic IPA Medical Council members who have transformed their practices to become certified patient-centered PCMHs under NCQA (Eleven sites, 238 physicians). The care coordination module is designed to ensure that care is coordinated and that community care transitions occur in a safe and efficient manner in partnership with the PCMH practice, the patient and their family members.

Dr. Kaye is co-chair of the Pay for Performance and Medical Homes Workgroup of the National Association of Community Health Centers, and a two-time past chair of its Clinical Practice Committee. He is the chair of the Clinical Committee of CHCANYS, the Community Health Care Association of New York State. He represents the National Association of Community Health Centers on the AQA Alliance. He has served on numerous quality and health IT advisory groups for both the state and federal governments, and was a national faculty member of the Bureau of Primary Health's Health Disparities Collaboratives. Dr. Kaye is currently serving on the Technical Advisory Panel for the Commonwealth Fund's Transforming Safety Net Clinics into Medical Homes project and is the Treasurer of THINC RHIO, Inc., a nationally recognized community health information network in the Hudson Valley. He is a graduate of SUNY Upstate Medical Center and did his pediatric residency at University of Wisconsin Hospital in Madison.

Holly Miller, MD, MBA, FHIMSS **Chief Medical Officer, MedAllies**



Dr. Miller optimizes MedAllies' strategic implementations of certified EHR systems to improve patient quality and outcomes and enhance care coordination. The implementations are designed not only to meet the efficiency needs of time-pressed physicians, but also to fulfill government requirements for meaningful use of EHR systems. She is the MedAllies physician liaison for all implementation projects and works closely with the team to design a change management program ensuring optimal utilization of the EHR tools within different practice environments. Miller develops organizational structure and strategic vision, approves and oversees staffing to implement all aspects of MedAllies' consumer initiatives.

Dr. Miller previously served as vice president and the chief medical information officer of University Hospitals and Health Systems in Northern Ohio. Dr. Miller also worked as a health information technology managing director for the Cleveland Clinic, where she was responsible for the implementation and management of the personal health record, remote monitoring, and Virtual Visit eCleveland Clinic programs. She also maintained a

clinical practice in general internal medicine. Dr. Miller is a frequent presenter at national meetings on HIT and PHRs, and has been active in health care informatics research.

Dr. Miller is on the HIMSS Board of Directors and previously chaired the HIMSS Personal Health Record Steering Committee, and was a physician leader of the HIMSS/AMDIS Physician Community. She is on the Dossia Physician Advisory Board, and is an ex-officio board member of Sandlot, LLC, a Texas health information exchange.

Dr Miller serves as a grant reviewer for the Aligning Forces for Quality National Program Office for the Development Fund HIT grants. She previously served on the Public Programs Implementation Taskforce, and the Health Care Practice Taskforce of the National Governor's Association State Alliance for e-Health. In Ohio she was appointed to serve on the Ohio Health Information Partnership Advisory Board and the Department of Insurance Advisory Committee on Eligibility and Real Time Claims Adjudication. She was a member of the CCHIT PHR Advisory Task Force. Dr Miller co-chaired the 2008 HIMSS HIT Advocacy Week in Washington, DC. In 2007 she was selected as one of the 50 Most Powerful Physician Executives by Modern Physician Magazine. She is the lead author on a book about PHRs, *Personal Health Records, The Essential Missing Element in 21st Century Health care*, published in 2009.

Dianne Koval **Vice President, Provider Services, MedAllies**

Koval oversees implementation and support for all product lines incorporating Medical Group Management Association "best practices" for physician office operations to ensure successful and meaningful use of health care information technology. Her division focuses on application installations using appropriate change management techniques. She has managed the implementation EHR applications, e-prescribing applications, computerized lab order entry systems, personal health record software, and web portal applications.

Koval also serves as the e-HIM chair for the NY State Health Information Management Association (NYHIMA), which is responsible for dissemination of the latest e-health activities to the members of NYHIMA. She is also actively involved in the American Health Information Management Association (AHIMA) and is one of seven members of the RHIA Exam Construction Committee and member of the Physician Practice Management workgroup. She has been involved in drafting several AHIMA position statements including the "*e-HIM Workgroup on Regional Health Information Organizations (RHIOs)*" and "*Using Social Security Numbers as Identifiers*". She has also published articles for the Journal of AHIMA including: "*Real-World RHIO*" and "*Plugging in Physician Practices*".

Koval previously served as director of health information management for a small, not-for-profit community hospital and assistant director of health information management for a large, not-for-profit acute care teaching hospital. She has also provided consulting services for ASC-certified organizations, "dot com" health care technology companies, and a community-based health care organization.

She holds a master's degree in health services administration from St. Joseph's College, and a bachelor's degree in health information management from Ithaca College. Koval is also a Registered Health Information Manager (RHIA) and Certified Professional in Electronic Health Records (CPEHR).

Koval also speaks on a wide variety of health information topics to various organizations including technology vendor user groups, state and national health information management organizations, and local colleges.

LeRoy E. Jones
Chief Information Officer, MedAllies



Jones and his team deliver products and services that are on the vanguard of the industry's collective agenda of moving information technology deeper into the care delivery process, with a particular emphasis on health care automation and data exchange. He continues to architect and build the Hudson Valley Health Information Exchange (HVHIE), which connects numerous physician practices, hospitals, and lab services, allowing for the protected exchange of health care data to improve patient care and protection. He also provides thought leadership to the New York eHealth Collaborative, the statewide initiative to enable widespread secure health information exchange.

In addition to his activities within MedAllies, Jones is involved in a number of broader industry initiatives in the area of health information exchange. He provides thought-leadership to the statewide initiative to enable widespread secure health information exchange in New York supporting the New York eHealth Collaborative. He also serves as the program manager on behalf of the American National Standards Institute (ANSI) to manage the Health Information Technology Standards Panel (HITSP), a national initiative to harmonize health care technical standards to enable interoperability among disparate health IT systems across the entire health care industry.

Throughout his career, Jones has provided information technology strategy and other services to and for a number of different companies and institutions, including the U.S. Department of Health & Human Services, Temple University Health System, IBM, Geisinger Health System, Computer Sciences Corporation (CSC), Google, the New York eHealth Collaborative (NYeC), and the Wharton School of Business at the University of Pennsylvania. Jones has worked to support three different regional health information organizations, providing strategy, technical expertise, and management systems to facilitate community data sharing.

Jones served as senior advisor to David J. Brailer, MD, the original National Coordinator for Health Information Technology presidential appointee. In that capacity, Jones was responsible for managing the strategic technical directions for the national health care agenda. He was one of the inaugural members of the ONCHIT (Office of the National Coordinator for Health Information Technology) team. Jones was responsible for leading the effort to build technical infrastructure for nationwide interoperability of health care applications. He also led the Federal Health Architecture (FHA) initiative, an e-Government line of business responsible for unifying IT architecture across the Federal government within the health line of business, and the Consolidated Health Informatics (CHI) initiative, a cross-government consensus group that selects standards for various health care domains.

As a member of the RHIO Federation Taskforce formed by the Health Information and Management Systems Society (HIMSS), Jones is the co-editor of a guidebook for RHIOs to use as a source of practical advice and direction as they form and mature, the *Guide to Establishing a Regional Health Information Organization*. Jones has authored several other publications regarding effective deployment of technology for the betterment of health care.

Jones previously served as chief technology officer and chief security officer for Care Science, Inc., where he was a key architect and managed the development and deployment of the Santa Barbara Health Data Exchange, one of the nation's earliest regional health information exchanges and became the foremost technical reference model in the U.S. for community sharing of clinical data. He holds an M.S. in engineering in the management of technology jointly from The Wharton School and the engineering school at the University of Pennsylvania; a bachelor's degree in computer science from Carnegie Mellon University; and earned the credential of Certified Information System Security Professional (CISSP). He is a member of the Eastern Technology Council and served on the board of directors of Reboot Philadelphia, a not-for-profit organization that seeks to bridge the digital divide by providing computer training to local residents who might not otherwise be able to afford it.

Jones is a recognized health care industry expert, and public speaker and has presented to professional audiences associated with the following organizations: National Association of State CIO's (NASCIO); Health Level 7 (HL7); American Health Information Management Association (AHIMA); National Association of Health Data Organizations (NAHDO); the College of Health care information Management Executives (CHIME); and Health Information Management Systems Society (HIMSS), among others.

Jill Quaresimo, RN, Research Nurse, Taconic IPA



Ms. Quaresimo uses her knowledge of clinical processes to manage a number of research projects for Taconic IPA, working closely with researchers from Weill Cornell Medical College. She organizes physician office practice training meetings designed to assist transformation to the patient centered medical home model and assists the Medical Director with Medical Council activities. Ms. Quaresimo collects quality data and oversees practice data collection for quality reporting and research. She was a co-investigator of the AHRQ-funded project, "Transforming Health Care Quality through IT," which reviewed the safety outcomes of standalone eprescribing systems. Current research projects on several topics, including the impact of integrated EHR vendor systems on ambulatory medication safety; and quality reporting via electronic health records. She previously served at Vassar College as an occupational health nurse, and as manager of quality assurance for Riverfront Medical Services. Ms. Quaresimo earned her bachelor or nursing degree from State University of New York at Paltz and also holds a Juris doctor degree from Pace University of Law. She serves on the legislative committee of the Poughkeepsie Chamber of Commerce.