



## Speaker Biographies

### Dan Ariely

Despite our intentions, why do we so often fail to act in our own best interest? Why do we promise to skip the chocolate cake, only to find ourselves drooling our way into temptation when the dessert tray rolls around? Why do we overvalue things that we've worked to put together? What are the forces that influence our behavior? Dan Ariely, James B. Duke Professor of Psychology & Behavioral Economics at Duke University, is dedicated to answering these questions and others in order to help people live more sensible – if not rational – lives. His interests span a wide range of behaviors, and his sometimes unusual experiments are consistently interesting, amusing and informative, demonstrating profound ideas that fly in the face of common wisdom. He is a founding member of the Center for Advanced Hindsight, co-creator of the film documentary *(Dis)Honesty: The Truth About Lies*, and a three-time *New York Times* bestselling author. His books include *Predictably Irrational*, *The Upside of Irrationality*, *The Honest Truth About Dishonesty*, and *Irrationally Yours*. In 2013 Bloomberg recognized Dan as one of Top 50 Most Influential thinkers. He also has a bi-weekly advice column in the Wall Street Journal called “Ask Ariely.”

### Donald M. Berwick

Donald M. Berwick, M.D., M.P.P., FRCP, President Emeritus and Senior Fellow, Institute for Healthcare Improvement, is also former Administrator of the Centers for Medicare & Medicaid Services. A pediatrician by background, Dr. Berwick has served on the faculty of the Harvard Medical School and Harvard School of Public Health, and on the staffs of Boston's Children's Hospital Medical Center, Massachusetts General Hospital, and the Brigham and Women's Hospital. He has also served as Vice Chair of the US Preventive Services Task Force, the first “Independent Member” of the American Hospital Association Board of Trustees, and Chair of the National Advisory Council of the Agency for Healthcare Research and Quality. He served two terms on the Institute of Medicine's (IOM's) Governing Council, was a member of the IOM's Global Health Board, and served on President Clinton's Advisory Commission on Consumer Protection and Quality in the Healthcare Industry. Recognized as a leading authority on health care quality and improvement, Dr. Berwick has received numerous awards for his contributions. In 2005, he was appointed “Honorary Knight Commander of the British Empire” by the Queen of England in recognition of his work with the British National Health Service. Dr. Berwick is the author or co-author of over 160 scientific articles and six books.

### JudyAnn Bigby

JudyAnn Bigby, a Senior Fellow at Mathematica Policy Research, is a medical doctor with more than 25 years of experience as a primary care physician and in health policy, community and public health programming and evaluation, and systems transformation. At Mathematica she is evaluating state health reforms and population health initiatives and supporting Center for Medicaid and CHIP Services (CMCS) efforts to provide technical assistance to states to improve the quality of postpartum care for Medicaid and CHIP beneficiaries. She serves as a senior advisor on several projects on systems redesign, quality measure development, and evaluation of Medicaid reforms. Prior to joining Mathematica, she served as Secretary of Health and Human Services for the

Commonwealth of Massachusetts from 2006 to 2013. In this role, she oversaw the implementation of many aspects of the state's 2006 health reform law that helped Massachusetts achieve near universal coverage. Under her leadership the state implemented several initiatives to achieve integrated and coordinated care in primary care and for non-elderly people eligible for both Medicaid and Medicare, led the redesign of payments to safety net hospitals to achieve higher quality and reduced disparities, and refocused public health programs on population health away from medical care as the uninsured rate in the state declined. She chaired the Health Care Quality and Cost Council, which established quality improvement and cost containment goals for the Commonwealth. Dr. Bigby is the former director of community health programs at Brigham and Women's Hospital, where she was oversaw the hospital's community health programs and developed and evaluated community-based initiatives to reduce disparities in infant mortality, breast and cervical cancer, and asthma. She also was formerly Director of Harvard Medical School's Center of Excellence in Women's Health, a program focused on improving the quality of care, research, and education for women, with an emphasis on vulnerable populations. She holds degrees from Wellesley College and Harvard Medical School and honorary degrees from Lesley University, Pine Manor College, and the New England College of Law.

### **Maureen Bisognano**

Maureen Bisognano, President and CEO, Institute for Healthcare Improvement (IHI), previously served as IHI's Executive Vice President and COO for 15 years. She is a prominent authority on improving health care systems, whose expertise has been recognized by her elected membership to the National Academy of Medicine, among other distinctions. Ms. Bisognano advises health care leaders around the world, is a frequent speaker at major health care conferences on quality improvement, and is a tireless advocate for change. She is also an Instructor of Medicine at Harvard Medical School, a Research Associate in the Brigham and Women's Hospital Division of Social Medicine and Health Inequalities, and serves on the boards of the Commonwealth Fund, Cincinnati Children's Hospital Medical Center, and ThedaCare Center for Healthcare Value. Prior to joining IHI, she served as CEO of the Massachusetts Respiratory Hospital and Senior Vice President of The Juran Institute.

### **Kirk A. Calhoun**

A native of Chicago, Dr. Calhoun earned a bachelor's degree in biology from the University of Illinois at Chicago Circle and a Medical Degree from the University of Kansas School of Medicine. He served an internship and residency in internal medicine at Northwestern University and Medical Center in Evanston, Illinois, as well as a fellowship in clinical nephrology, hypertension, and metabolism at the University of Chicago. Following his formal education, he worked in different education and administrative capacities with the University of Missouri-Kansas City in Kansas City, Missouri. Dr. Calhoun then moved to Texas and spent 10 years at the University of Texas Medical Branch at Galveston (UTMB), serving as an Associate Professor of Medicine and the Corporate Medical Director of UTMB HealthCare Systems. He served as the Associate Dean for Clinical Affairs with the UT Southwestern Medical School and as a Senior Vice President and the Medical Director at Parkland Memorial Hospital. In November 2002, Dr. Calhoun was tapped as president of UT Health Northeast. His presence at UT Health Northeast has resulted in a complete turnaround of the institution from one that was struggling financially and in significant crisis to one that is recognized by many (including The University of Texas System) for its commitment to excellence and financial self-discipline. Under Dr. Calhoun's leadership, UT Health Northeast has been transformed into a lean, viable academic medical center whose mission includes excellent patient care and community health, comprehensive education, and innovative research. He is active with several Tyler community organizations. He served two years as the Chairman of the Executive Committee of the National Association of Public Hospitals. He has also served on the Board of Trustees of the Texas Hospital Association and currently serves on the Board of Trustees of the Teaching Hospitals of Texas Board of Trustees and the Executive Committee of America's Essential Hospitals. He also serves on the Council of Graduate Medical Education (COGME), Texas Department of State Health Services Council, and the Council of Teaching Hospitals (COTH).

### **Riccardo Chiarelli**

Riccardo Chiarelli is a Senior Manager at the World Association of Nuclear Operators (WANO). He coordinates nuclear safety projects across the WANO Regional Centres (Atlanta, Paris, Moscow and Tokyo) and leads international peer review assessments of operational safety in nuclear power plants. Riccardo is a technical advisory board member for the John's Hopkins Medical Institute to improve quality and safety in hospitals by using the peer review process used in the nuclear industry. Previously, Riccardo worked 8 years for a multinational utility covering different positions, including business development engineer and performance improvement director in a nuclear power station in Spain. Riccardo worked 2 years for the International Atomic Energy Agency in Vienna as a nuclear safety expert, chairing several meetings on operational excellence and nuclear safety. He is also a lecturer and visiting professor in several universities, including the World Nuclear University, the ESCP business school in London, the Institute for Advanced Study of Pavia, Italy, and at the London School of Economics.

### **Carolyn M. Clancy**

Carolyn M. Clancy, Chief Medical Officer of the Veterans Health Administration, U.S. Department of Veterans Affairs, is a highly experienced and nationally recognized physician executive and she has oversight of the Veterans Health Administration's performance, quality, safety, risk management, systems engineering, auditing, oversight, ethics and accreditation programs. She leads more than 700 clinical and administrative professionals in the day-to-day operations of these key programmatic elements. Additionally, she serves in a direct consultative capacity to the Under Secretary for Health, serving as a national subject matter expert in her directorate. She works collaboratively, leading the strategic direction of the Veterans Health Administration. In her current position Dr. Clancy works closely with department leaders as well as Veterans Service Organizations, Congress and their constituents addressing the immediate and long term needs of our Nation's Veterans.

### **José Colucci Jr.**

José Colucci Jr., Ph.D., is a Senior Director and Associate Partner at IDEO Boston, where he's been working since 2000. IDEO is one of the most prominent design and innovation firms in the world. His focus at IDEO is design thinking in healthcare, which includes pharmaceutical, medical devices, research institutions and healthcare delivery. His interests range from healthcare strategy, trends and innovation in science and technology, medical devices, and service design. He's authored many patents and written on topics from the biotech revolution to design thinking. Recently, he's been researching and speaking about the impact of aging on society and its implications for the design of products and services. He speaks frequently at conferences and events on topics from Design Thinking and Human Centered Design to the Future of Healthcare. Before IDEO, he was the Vice-President of Research & Development of ITI, developer of high-resolution, pen-based computer interfaces in Canada; and before that, he was the General Manager of the Medical Engineering Division at FUNBEC - Brazil's largest manufacturer of medical electronics for cardiology. A former professor at the University of São Paulo, he continues in touch with academia as a guest lecturer at Harvard, MIT Sloan School of Management, and Olin School of Engineering.

### **Patrick H. Conway**

Patrick Conway, M.D., M.Sc., is the Centers for Medicare & Medicaid Services (CMS) Acting Principal Deputy Administrator and Deputy Administrator for Innovation and Quality & CMS Chief Medical Officer. As the CMS Acting Principal Deputy Administrator and CMS Chief Medical Officer, Dr. Conway is responsible for overseeing the programs that serve the over 130 million Americans that access health care services through Medicare, Medicaid, the Children's Health Insurance Program, and the Health Insurance Marketplace. He and the CMS team focus on health system transformation by improving quality, affordability, access to care, and health outcomes. Dr. Conway is also Director of the Center for Medicare and Medicaid Innovation (CMMI)

at CMS. The CMS Innovation Center is responsible for testing numerous new payment and service delivery models across the nation that reward quality and value. Models include accountable care organizations, bundled payments, primary care medical homes, state innovation models, and many more. These models involve millions of people and hundreds of thousands of providers across the nation. Successful models can be scaled nationally. The CMS Innovation Center budget is \$10 billion over 10 years. In 2014, he was elected to the National Academy of Medicine, which recognizes individuals who have demonstrated outstanding professional achievement and commitment to service. Election to the NAM is considered one of the highest honors in the fields of health and medicine. He is a practicing pediatric hospitalist and was selected as a Master of Hospital Medicine from the Society of Hospital Medicine. He has received the U.S. Department of Health and Human Services Secretary's Distinguished Service award. This is the Secretary's highest distinction for executive excellence. He is a former White House Fellow, Robert Wood Johnson Clinical Scholar, and leader of quality improvement, research, and clinical operations at Cincinnati Children's Hospital. He completed pediatrics residency at Harvard Medical School's Children's Hospital Boston, graduated with High Honors from Baylor College of Medicine, and graduated summa cum laude from Texas A&M University.

### **Janet M. Corrigan**

Janet Corrigan has served in leadership positions at the national and community levels for over 35 years. Currently a Distinguished Fellow with the Dartmouth Institute for Health Policy and Clinical Practice, her work is focused on patient safety, performance measurement and transparency, and population health investment strategies. From 2006 to 2012, Dr. Corrigan served as president and chief executive officer of the National Quality Forum (NQF), the national standard-setting organization for performance measures. Prior to joining NQF, Dr. Corrigan was senior board director at the Institute of Medicine, where she provided leadership on a series of reports on quality and safety, including *To Err Is Human* and *Crossing the Quality Chasm*. Dr. Corrigan received her doctorate in health services research and master of industrial engineering degrees from the University of Michigan, and master's degrees in business administration and community health from the University of Rochester.

### **Conrad J. Grant**

Conrad Grant is Lead Systems Engineer at the Johns Hopkins University Applied Physics Lab. He leads a sector of about 1,000 scientists, engineers, and support personnel in the development of advanced ballistic missile defense and anti-air warfare systems devoted to providing Integrated Air and Missile Defense for our Nation, deployed forces, and allies. Mr. Grant has extensive experience in the application of systems engineering to the design, development, test and evaluation, and fielding of complex systems involving multi-sensor integration systems, command and control, human-machine interface, and weapons control systems. He is a member of the Program Committees for The Johns Hopkins University Department of Electrical and Computer Engineering and EPP Systems Engineering Program.

### **Brent C. James**

Brent James is the Chief Quality Office at Intermountain and is the Executive Director of their Institute for Health Care Delivery Research. Dr. James is known internationally for his work in clinical quality improvement, patient safety, and the infrastructure that underlies successful improvement efforts, such as culture change, data systems, payment methods, and management roles. He is a member of the National Academy of Medicine of the National Academies of Sciences, Engineering, and Medicine. He holds faculty appointments at the University of Utah School of Medicine (Family Medicine and Biomedical Informatics), Harvard School of Public Health (Health Policy and Management), and the Stanford University School of Medicine.

### **Richard G. Kronick**

On August 19, 2013, U.S. Department of Health and Human Services (HHS) Secretary Kathleen Sebelius announced Dr. Richard Kronick as the new director of the Agency for Healthcare Research and Quality (AHRQ). Dr. Kronick joined the Department in January 2010 as Deputy Assistant Secretary for Planning and Evaluation, overseeing the Office of Health Policy. In that role, he conducted and coordinated research on policies relating to public health; health care delivery; health insurance; and health care financing programs, including Medicare, Medicaid, State Children's Health Insurance Program, and private insurance coverage. His work, and that of the Office of Health Policy under his leadership, was integral to the implementation of the Affordable Care Act. Additionally, his team provided insight and information critical to the effort to improve the health of the Nation. Prior to joining HHS, Dr. Kronick conducted health policy research in academia as well as in Federal and State government, including serving as Director of Policy and Reimbursement for the Medicaid Division of the Massachusetts Department of Public Welfare and, most recently, as a Professor and Chief of the Division of Health Care Sciences in the Department of Family and Preventive Medicine at the University of California, San Diego.

### **Lucian L. Leape**

Lucian Leape has recently retired as Adjunct Professor of Health Policy in the Department of Health Policy and Management at the Harvard School of Public Health. Prior to joining the faculty at Harvard in 1988, he was Professor of Surgery and Chief of Pediatric Surgery at Tufts University School of Medicine. He is a graduate of Cornell University and Harvard Medical School. Dr. Leape is internationally recognized as one of the early leaders of the patient safety movement, starting with the publication in JAMA of his seminal article, *Error in Medicine*, in 1994. His subsequent research demonstrated the success of the application of systems theory to the prevention of adverse drug events. He has led initiatives to improve disclosure and apology after adverse events, improve assessment of physician performance, and create a respectful culture in health care. He has published over 150 papers and monographs on patient safety and quality of care. Dr. Leape was a member of the Institute of Medicine committee that published *To Err is Human* in 1999 and *Crossing the Quality Chasm* in 2001. He is a recipient of the John Eisenberg Patient Safety Award from The Joint Commission and the National Quality Forum. In 2006, *Modern Healthcare* named him as one of the 30 people who have had the most impact on healthcare in the past 30 years. In 2007, the National Patient Safety Foundation established the Lucian Leape Institute to further strategic thinking in patient safety.

### **Matthew D. McHugh**

Matthew D. McHugh, Ph.D., J.D., M.P.H., R.N., FAAN is The Rosemarie Greco Term Endowed Associate Professor in Advocacy at the University of Pennsylvania School of Nursing. Dr. McHugh is the Associate Director of the Center for Health Outcomes and Policy Research at Penn where he conducts health outcomes and policy research. His work focuses on how law, policy, and health system reform affect nursing practice and patient outcomes. He is a 2011 Robert Wood Johnson Foundation Nurse Faculty Scholar, a Fellow in the American Academy of Nursing, and a Senior Fellow in interdisciplinary collaborative research centers at Penn, including the Leonard Davis Institute of Health Economics, the Center for Public Health Initiatives, the Institute on Aging, the Institute on Urban Research, and the Population Studies Center. He is also Faculty Director of the Coordinated Dual Degree in Nursing and Healthcare Management at Penn Nursing and the Wharton School. He received his Ph.D. from the University of Pennsylvania, a Master of Public Health degree from the Harvard School of Public Health, and a J.D. from the Northeastern University School of Law. Dr. McHugh was a Fulbright Scholar with the World Health Organization (WHO) Regional Office for Europe in Denmark and he completed a 2-year post-doctoral fellowship in health outcomes and policy research at the University of Pennsylvania.

### **Farzad Mostashari**

Farzad Mostashari is the CEO of Aledade, a start-up he co-founded aimed at helping primary care doctors transform their practices and form accountable care organizations (ACOs). Prior to Aledade, he was a Visiting Fellow at the Brookings Institution in Washington, DC, where he focused on payment reform and delivery system transformation. He served from 2011 to 2013 as the National Coordinator for Health Information Technology where he coordinated U.S. efforts to build a health information technology infrastructure for healthcare reform and consumer empowerment. During his tenure at the Office of the National Coordinator, including his two years as Principal Deputy, he led the implementation of the Health IT for Economic and Clinical Health (HITECH) Act. He also collaborated with the Centers for Medicare & Medicaid Services on the design and implementation of the “Meaningful Use” Incentive Program, in addition to programs for health information exchange, health IT workforce, research, and privacy and security. Previously, Dr. Mostashari served at the New York City Department of Health and Mental Hygiene as Assistant Commissioner for the Primary Care Information Project, where he co-lead agile development of population health management functionality within a commercial EHR. Dr. Mostashari also led the NYC Center of Excellence in Public Health Informatics and an Agency for Healthcare Research and Quality-funded project focused on quality measurement at the point of care. He conducted graduate training at the Harvard School of Public Health and Yale Medical School, served his internal medicine residency at Massachusetts General Hospital, and completed the CDC’s Epidemic Intelligence Service program. He was a lead investigator in the outbreaks of West Nile Virus and anthrax in New York City, and among the first developers of real-time nationwide electronic disease surveillance systems.

### **Margaret E. O’Kane**

Margaret E. O’Kane is the founding and current president of the National Committee for Quality Assurance (NCQA). She was elected a member of the National Academy of Medicine in 1999 and received the 2009 Picker Institute Individual Award for Excellence in the Advancement of Patient-Centered Care. *Modern Healthcare* magazine has named O’Kane one of the “100 Most Influential People in Healthcare” ten times, most recently in 2015, and one of the “Top 25 Women in Healthcare” three times. She received the 2012 Gail L. Warden Leadership Excellence Award from the National Center for Healthcare Leadership. O’Kane holds a master’s degree in health administration and planning from Johns Hopkins University, where she received the Distinguished Alumnus Award and serves on the Advisory Board of the Bloomberg School of Public Health.

### **Peter J. Pronovost**

Peter Pronovost is a professor of anesthesiology and critical care medicine, surgery, nursing, and health policy and management at the Johns Hopkins University School of Medicine. He is a practicing anesthesiologist and critical care physician who is dedicated to finding ways to make hospitals and healthcare safer for patients. In June 2011, he was named director of the new Armstrong Institute for Patient Safety and Quality at Johns Hopkins, as well as Johns Hopkins Medicine’s senior vice president for patient safety and quality. Dr. Pronovost has developed a scientifically proven method for reducing the deadly infections associated with central line catheters. His simple but effective checklist protocol virtually eliminated these infections, saving 1,500 lives and \$100 million annually across the state of Michigan. The Michigan results have sustained for over 10 years. The program spread state by state across the U.S. and these infections are now down over 80% across the U.S. compared to 1999, prior to the publication of the Institute of Medicine report *To Err is Human*. The program has also been implemented in several other countries. *The New Yorker* magazine says that Dr. Pronovost’s work has already saved more lives than that of any laboratory scientist in the past decade. He has chronicled his work helping improve patient safety in his book, *Safe Patients, Smart Hospitals: How One Doctor’s Checklist Can Help Us Change Health Care from the Inside Out*. In addition, he has written more than 750 articles and chapters related to patient safety and the measurement and evaluation of safety efforts. He serves in an advisory capacity to the World Health Organization’s World Alliance for Patient Safety.

### **David B. Pryor**

David B. Pryor, M.D., is Executive Vice President and Chief Clinical Officer at Ascension. In this role he provides overall senior clinical leadership for the organization. He works with all Ascension subsidiaries to advance the Ascension quadruple aim - improved outcomes for patients and populations of patients, improved experience for patients, improved experience for providers, at lower costs. He also provides leadership for the Ascension Clinical Research Institute. From 2012 to 2015, he was President and CEO of Ascension Clinical Holdings. From 2001 to 2011, he was the Chief Medical Officer of Ascension Health, the largest not-for-profit healthcare delivery system in the U.S. Prior to joining Ascension Health, Dr. Pryor was Senior Vice President and Chief Information Officer for Allina Health System in Minneapolis, Minnesota. Prior to Allina, Dr. Pryor was President of the New England Medical Center Hospitals in Boston, Massachusetts. Dr. Pryor spent the first 15 years of his career at Duke University Medical Center in Durham, North Carolina, where he served as director of the cardiology consultation service, the section of Clinical Epidemiology and Biostatistics, the Duke Database for Cardiovascular Disease, and clinical program development. Dr. Pryor graduated from the University of Michigan Medical School and did his medicine training at Pennsylvania Hospital, and his cardiology fellowship at Duke University. Dr. Pryor has participated on numerous national and international committees. He has authored over 250 publications. In addition to his position at Ascension, Dr. Pryor has an academic appointment as Consulting Associate Professor of Medicine at Duke University Medical Center.

### **William C. Richardson**

Before joining the W.K. Kellogg Foundation in 1995, Dr. Richardson was president of The Johns Hopkins University in Baltimore, Maryland, a position he had held since 1990. In addition, Dr. Richardson was professor of health policy and management at the university. He has been appointed professor and president emeritus. Dr. Richardson was executive vice president and provost of The Pennsylvania State University from 1984 to 1990; and from 1981 to 1984, he was dean of the Graduate School and vice provost for research of the University of Washington in Seattle. He is a member of the National Academy of Medicine, and is a fellow of the American Academy of Arts and Sciences and the American Public Health Association. He has served on the boards of the Council of Michigan Foundations and the Council on Foundations (trustee and chairman). He also serves on the boards of directors of the Kellogg Company, CSX Corporation, The Bank of New York, and Exelon Corporation. He served as chair of the Committee on Quality of Health Care in America for the Institute of Medicine. Dr. Richardson graduated from Trinity College, Hartford, Connecticut, with a bachelor's degree in history. He went on to earn a master's degree in business administration from the University of Chicago, Center for Health Administration Studies, Graduate School of Business, and a Ph.D. from the University of Chicago, Graduate School of Business.

### **Kenneth I. Shine**

Kenneth I. Shine, M.D., is Professor of Medicine in the Dell Medical School. Dr. Shine previously served as Executive Vice Chancellor for Health Affairs in the University of Texas (UT) System. In that capacity he was responsible for the six UT System health initiatives and their aggregate operating budget of almost \$8.4 billion. He also participated in the creation of new University of Texas Medical Schools in Austin and South Texas. He led system wide initiatives in clinical effectiveness, patient safety, and public health, as well as efforts to transform medical education. He was President of the Institute of Medicine (IOM), from 1992 to 2002. Under Dr. Shine's leadership, the IOM played an important and visible role in addressing key issues in medicine and healthcare. IOM reports on quality of care and patient safety heightened national awareness of these issues. Dr. Shine served as President of the American Heart Association in 1985-1986. As founding Director of the RAND Center for Domestic and International Health Security, Dr. Shine led the Center's efforts to make health a central component of U.S. foreign policy and guide the Center's evolving research agenda. Dr. Shine is Professor of Medicine Emeritus at the University of California, Los Angeles (UCLA) School of Medicine. Before becoming president of the IOM, he was Dean and Provost for Medical Sciences at UCLA. Dr. Shine retired from administrative duties at the UT System on June 30, 2015, but continues to teach and consult.

**D. Scott Showalter**

Prior to joining North Carolina State University, Scott was an audit partner with KPMG LLP where he completed his 33 year career in July 2008. Scott served in numerous leadership roles in KPMG, including Managing Partner Assurance & Advisory Services Center; Industry Sector Leader; National Partner-in-Charge Assurance-Based Advisory Services; Partner-in-Charge of Area Industry Practice; and Industry Professional Practice Partner. Prior to retirement, he was in KPMG's Department of Professional Practice Risk Management – Audit group. From an academic perspective, Scott was one of the founding co-editors of the Auditing Section's online journal, *Current Issues in Auditing*. He served two terms as the Vice President-Practice for AAA's Auditing Section and served on the AAA Executive Committee as Vice President – Professional Relations. Scott is the past-president of the AAA Auditing Section. He received the AAA Outstanding Service Award in 2009 and the Auditing Section Distinguished Service Award in 2014. Scott is a licensed CPA in North Carolina, incoming chair of the Federal Accounting Standards Advisory Board, member of the PCAOB Standing Advisory Group, and a commissioner of the Pathways Commission. Scott leads the Poole College of Management data analytics program and provides consulting advice to organizations about Big Data. Scott received his B.S.B.A. degree from the University of Richmond, summa cum laude, in 1975.

**Mark D. Smith**

Mark D. Smith, M.D., M.B.A., was the founding president and chief executive officer of the California HealthCare Foundation (CHCF) and served from 1996 through 2013. CHCF is an independent philanthropy with assets of more than \$700 million, headquartered in Oakland, California, and dedicated to improving the health of the people of California. A board-certified internist, Dr. Smith 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 National Academy of Medicine, and was appointed to chair the Institute of Medicine committee on The Learning Health Care System in America, a two-stage consensus study that began in January 2011 and issued a report in September 2012. Prior to joining the California HealthCare Foundation, Smith was executive vice president at the Henry J. Kaiser Family Foundation. He previously served as associate director of AIDS services and assistant professor of medicine and of health policy and management at Johns Hopkins University. He has served on the board of the National Business Group on Health, 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 bachelor's degree in Afro-American studies from Harvard College, a medical doctorate from the University of North Carolina at Chapel Hill, and a master's in business, with a concentration in health care administration, from the Wharton School at the University of Pennsylvania.