

## AGENDA

### Philadelphia Town Hall: Payment and Care for Complex Health and Social Needs July 24<sup>th</sup>, 2019 – 8:30am to 12:30pm at the University of Pennsylvania School of Nursing

---

8:30AM

**Welcome**

- *Sue Hassmiller, RN, PhD, FAAN, Senior Scholar in Residence and Senior Advisor to the President on Nursing at the National Academy of Medicine*
  - *Mary Wakefield, PhD, RN, FAAN, Visiting Distinguished Professor at Georgetown University and at the University of Texas at Austin*
- 

8:40AM

**Serving Populations with, and at Risk for, Complex Health and Social Needs:  
Introduction and Overview**

*Moderator: Antonia M. Villarruel, PhD, RN, FAAN, Professor and Margaret Bond Simon Dean, University of Pennsylvania School of Nursing*

**Maternal Child Health, Nurse Family Partnership**

*Erin Graham, BSN, RN, IBCLC, Nurse Supervisor, National Nurse-led Care Consortium*

**School Health**

*Robin Cogan, MEd, RN, NCSN, School Nurse, Camden City School District (Yorkship Family School)*

**Rural Health**

*Cheri Rinehart, RN, BSN, NHA, President and CEO of the Pennsylvania Association of Community Health Centers*

**Aging**

*C. Alicia Georges, EdD, RN, FAAN, Chair of the Department of Nursing at Lehman College and the National Volunteer President of AARP*

---

10:10AM

**Break**

---

10:20AM

**Paying for Care for Those With Complex Health and Social Needs:  
Introduction and Overview**

*Moderator: Margaret Flinter, APRN, PhD, FAAN, c-FNP, Senior Vice President and Clinical Director, Community Health Center, Inc.*

**Federal Perspective on Payment**

*Ellen-Marie Whelan, PhD, NP, RN, FAAN, Chief Population Health Officer, Center for Medicaid and CHIP Services*

**State Perspective on Payment**

*Carole Johnson, Commissioner of New Jersey Department of Human Services*

**Local/Regional Perspective on Payment**

*Terrie P. Sterling, MSN, MBA, Executive Vice President, Strategic Initiatives, Our Lady of the Lake Regional Medical Center*

---

11:35AM

**Invited Comments** Limited to 5 minutes each.

- *Kristene Grayem, MSN, CNS, PPCNP-BC, RN-BC, President, American Academy of Ambulatory Care Nursing*
  - *Elise Krikorian, Nursing Student, Pennsylvania State University and Chair, Population and Global Health and Board Member, National Student Nurses Association*
  - *Linda MacIntyre, PhD, RN, American Red Cross*
  - *Johnathan Holifield, JD, MEd, Executive Director, White House Initiative on Historically Black Colleges and Universities*
- 

11:55AM

**Public Comments** Limited to 2 minutes each.

---

12:25PM

**Closing remarks and adjourn**

*Sue Hassmiller, RN, PhD, FAAN*

---

*The National Academies of*  
SCIENCES • ENGINEERING • MEDICINE

**The Future of Nursing 2020-2030**  
**Philadelphia Town Hall**  
**July 24, 2019**

**SPEAKER BIOGRAPHIES**

**Robin Cogan, MEd, RN, NCSN** is a Nationally Certified School Nurse (NCSN), currently in her 19th year as a New Jersey school nurse in the Camden City School District. Robin is the Legislative Chair for the New Jersey State School Nurses Association. She is proud to be a Johnson & Johnson School Health Leadership Fellow and past Program Mentor. She has been recognized in her home state of New Jersey and nationally for her community-based initiative called “The Community Café: A Conversation That Matters.” Robin is the honored recipient of multiple awards for her work in school nursing and population health. These awards include the 2019 National Association of School Nurses President’s Award, 2018 NCSN School Nurse of the Year, 2017 Johnson & Johnson School Nurse of the Year, and the New Jersey Department of Health 2017 Population Health Hero Award. Robin serves as faculty in the School Nurse Specialty Program at Rutgers University-Camden School of Nursing, where she teaches the next generation of school nurses. She was presented the 2018 Rutgers University – Camden Chancellor’s Teaching Excellence Award for Part-time Faculty. Robin writes a weekly blog called The Relentless School Nurse.

**Margaret Flinter, PhD, APRN** is the Senior Vice President and Clinical Director of the Community Health Center, Inc. (CHCI), a statewide federally qualified health center serving 150,000 patients from its primary care centers across Connecticut, while leading practice transformation initiatives across the country. A family nurse practitioner since 1980, she has held progressive roles in the organization as both primary care provider and executive leader. She founded the Weitzman Institute, CHCI's research, innovation, and education arm in 2005. Margaret served as the national co-director of the Robert Wood Johnson Foundation's Primary Care Teams: Learning from Effective Ambulatory Practices (LEAP) project, which has studied exemplar primary care practices across the country. Margaret has led the national development of a model of post-graduate residency training programs for new nurse practitioners and established the National Nurse Practitioner Residency and Fellowship Training Consortium. Margaret is the Principal Investigator for HRSA's National Cooperative Agreement on Clinical Workforce Development and is the co-host of a weekly radio show, "Conversations on Health Care," which connects people with issues of health policy, reform, and innovation, and speaks widely on topics related to primary care transformation. Margaret received her BSN from the University of Connecticut, her MSN from Yale University, and her PhD at the University of Connecticut. She is a fellow of the American Academy of Nursing and the American Academy of Nurse Practitioners.

**Catherine Alicia Georges, EdD, RN, FAAN**, was elected by the AARP Board of Directors to serve as AARP’s National Volunteer President from June 2018 to June 2020. The President’s role is filled by an AARP volunteer who is also a member of the all-volunteer AARP Board of Directors. The primary duty of the President is to act as the principal volunteer spokesperson, and liaison between the Board and those AARP serves, the 50-plus and AARP’s members and volunteers, engaging with these groups to promote the mission and strategic goals of AARP and to hear their

perspectives. In addition to her duties representing AARP, Alicia is professor and chair of the Department of Nursing at Lehman College and the Graduate Center of the City University of New York. She is president of the National Black Nurses Foundation. Previously, she was a staff nurse, team leader, supervisor and district manager for the Visiting Nurse Service of New York. She serves on the Board of the Black Women's Health Study and R.A.I.N., Inc. She earned her undergraduate degree from the Seton Hall University College of Nursing, her M.A. in Nursing from New York University and a doctoral degree in Educational Leadership and Policy Studies at the University of Vermont. She resides in Bronx, N.Y.

**Erin Graham, BSN, RN, IBCLC** is a Philadelphia Nurse-Family Partnership (NFP) Supervisor. She also holds a degree in Public Health and is currently pursuing her Doctor of Family Practice degree at Temple University. Erin manages a team of 8 FTE Nurse Home Visitors and is responsible for oversight of public health services to 200 or more families yearly. She has worked as a Registered Nurse in the field of Public Health with a focus on Maternal Child Health and Development for over 10 years in the Philadelphia region. Prior to accepting the Nurse Supervisor position, Erin was a Nurse Home Visitor with NFP for 7 years. She also leads the internal TransFORMers committee; is a contributing member of the Nursing Task Force and LATCH Committees; and serves as a liaison with community and philanthropic organizations.

**Carole Johnson** is the Commissioner of the New Jersey Department of Human Services in Governor Phil Murphy's Administration. She leads New Jersey's largest state agency, managing an \$18 billion, 7,500 employee Department that provides health care and social services to about one-in-five New Jerseyans. Under the Murphy Administration, Johnson's Human Services Department has expanded Medicaid coverage of opioid addiction treatment, made new investments in Affordable Care Act outreach and enrollment, substantially increased child care rates for the first time in a decade, and made SNAP food assistance more accessible for community college students. For more than five years, Johnson served in the Obama White House as senior health policy advisor and a member of the Domestic Policy Council health team. In the Obama Administration, she worked to increase health insurance coverage for millions of Americans through the Affordable Care Act, increase coverage of mental health and substance use disorder treatment, combat public health challenges like Ebola and Zika, and improve health and economic security for all Americans. Johnson also served on Capitol Hill, working for the U.S. Senate Special Committee on Aging and for members of the U.S. Senate Finance Committee and U.S. House of Representatives Ways and Means Committee. In addition, she managed health care workforce policy issues for the U.S. Department of Health and Human Services and was policy director for the Alliance of Community Health Plans, program officer with the Pew Charitable Trusts health program, and senior government relations manager with the American Heart Association.

**Cheri L. Rinehart, RN, BSN, NHA** is President & CEO of the Pennsylvania Association of Community Health Centers (PACHC), the state association representing the more than 300 Community Health Centers and like-mission providers throughout Pennsylvania. Ms. Rinehart is a registered nurse and licensed nursing home administrator. She has held various administrative positions, including vice president and director of nursing, in health care organizations. Her health policy expertise spans the health care continuum, from primary care to long-term care and end of life care. Ms. Rinehart was one of 20 nurses selected nationwide in 2004 for a Robert Wood Johnson Executive Nurse Fellowship, is a graduate of Penn State's RULE Rural-Urban Leadership Program and is a summa cum laude graduate of Bloomsburg University. She is chair elect of the NACHC Primary Care Association Leadership Committee, was named to the national Rural Primary Care Issue Group and serves on several other national healthcare boards and committees.

She has served on numerous state committees and task forces. She is the recipient of several awards for her work in rural and emergency health care.

**Terrie P. Sterling, MSN, MBA**, is the Executive Vice President, Strategic Initiatives of the Lady of the Lake Regional Medical Center, leading the development of our freestanding Children's Hospital including governance, leadership, and completion of construction in Fall, 2019. Terrie is also spearheading a comprehensive nursing workforce initiative that builds on strong relationships with regional schools of nursing, as well as the State and National Nurses Associations. As a champion for clinical practice and nursing professionalism, she will accelerate the top priority to attract and retain nurses who share our ministry values and commitment to excellence. She was formerly the Chief Operating Officer of Our Lady of the Lake Regional Medical Center, overseeing the day-to-day operations of the largest hospital in Louisiana with more than 800 beds, as well as a children's hospital that provided care to more than 95,000 kids last year from all 64 parishes. Under Sterling's leadership, Our Lady of the Lake was recognized among the best in the nation by U.S. News & World Report in its 2017-18 "Best Hospitals" rankings. And for the first time, Our Lady of the Lake was nationally ranked as a top 50 provider in the specialty of Ear, Nose & Throat. The hospital ranked No. 37 out of more than 4,500 medical centers evaluated in the United States. OLOL achieved Magnet designation during Sterling's tenure. Her education includes a Bachelor of Science in Nursing from Northeast Louisiana University, a Master's Degree in Business Administration from Louisiana State University and a Master of Nursing Science Degree from Loyola University. Sterling served on the Board of the Federal Reserve Bank of Atlanta, New Orleans Branch, and has also been involved with the Capital Area United Way, Alzheimer's Services of the Capital Area, Capital Area American Heart Association and Louisiana Action Coalition. She was recently elected to the Board of the Louisiana Organization of Nursing Leadership. Mrs. Sterling has been a member of the Rotary Club of Baton Rouge since 2006.

**Antonia M. Villarruel, PhD, RN, FAAN** is the Margaret Bond Simon Dean of Nursing at the University of Pennsylvania School of Nursing and Co-Director of the School's WHO Collaborating Center for Nursing and Midwifery Leadership. Villarruel also holds an appointment as Senior Fellow at the Leonard Davis Institute of Health Economics, University of Pennsylvania. As a bilingual and bicultural nurse researcher, Dr. Villarruel has extensive research and practice experience with diverse Latino and Mexican populations, and health promotion and health disparities. She incorporates a community-based participatory approach and has been the PI/Co-PI of over eight randomized clinical trials on reducing high-risk behaviors in teens. She developed one such program to reduce sexual risk behavior among Latino youth, titled ¡Cuidate! which was disseminated nationally. Additionally, Dr. Villarruel has assumed leadership in many national and local organizations. She currently chairs the National Academy of Medicine's Roundtable on the Promotion of Health Equity. She also co-chairs the Strategic Advisory Council of the AARP/RWJ Center for Health Policy Future of Nursing Campaign for Action. Dr. Villarruel is a Trustee of the American Board of Internal Medicine Foundation and an invited member of the Aspen Health Strategy Group. She is a member of the National Academy of Medicine as well as a Fellow of the American Academy of Nursing and the College of Physicians of Philadelphia. She is recipient of many awards and honors including: the President's Award for Health Behavior Intervention Research from the Friends of the National Institute of Nursing Research and the Sigma Theta Tau International Nurse Researcher Hall of Fame Award. Villarruel earned her BSN from Nazareth College, an MSN from the University of Pennsylvania and her PhD in nursing from Wayne State University.

**Ellen-Marie Whelan, PhD, NP, RN**, is the Chief Population Health Officer at CMS for the Center for Medicaid and CHIP Services (CMCS) and a Senior Advisor at the Center for Medicare and Medicaid Innovation (CMMI) where she coordinates the pediatric portfolio across the Center. In both positions, Dr. Whelan works on the design, implementation and testing of delivery system transformation and payment reform initiatives, including addressing social determinants of health. Previously, Dr. Whelan was the Associate Director of Health Policy at the Center for American Progress during the development and passage of the Affordable Care Act and started her policy career in the U.S Senate for 5 years, first as a health policy advisor for Senator Tom Daschle, as a Robert Wood Johnson Health Policy Fellow and then as Staff Director on the Aging subcommittee to the Senate Committee on Health, Education, Labor and Pensions (HELP). Before coming to Capitol Hill, Dr. Whelan was a health services researcher and faculty member at the University of Pennsylvania and Johns Hopkins University and practiced as nurse practitioner for over a decade. She has worked in a variety of primary care settings and started an adolescent primary care clinic in West Philadelphia. Through this process, she became one of the first nurse practitioners in Pennsylvania to obtain an independent Medicaid provider number and for starting the nursing center she received the Secretary's Award for Innovations in Health Promotion and Disease Prevention, presented by U.S. Secretary of Health and Human Services, Donna Shalala. In 2011, the American Association of Colleges of Nursing (AACN) honored Dr. Whelan with their Luminary Award acknowledging her contributions in public policy and from 2012-2015 she was a Robert Wood Johnson Foundation Executive Nurse Fellow. Dr. Whelan holds a bachelor's degree from Georgetown University, a master's degree and Ph.D. from the University of Pennsylvania and The Leonard Davis Institute of Health Economics and completed a postdoctoral fellowship in primary care policy with Barbara Starfield, MD at the Johns Hopkins School of Public Health.

**Statement of Task**

**The Future of Nursing 2020-2030**

An ad hoc committee under the auspices of the National Academies of Sciences, Engineering, and Medicine will produce a consensus report that will chart a path for the nursing profession to help our nation create a culture of health, reduce health disparities, and improve the health and well-being of the U.S. population in the 21st century. The committee will examine the lessons learned from the Future of Nursing Campaign for Action as well as the current state of science and technology to inform their assessment of the capacity of the profession to meet the anticipated health and social care demands from 2020 to 2030, with emphasis on multi-sector teams and partnerships.

In examining current and future challenges, the committee will consider:

- the role of nurses in improving the health of individuals, families, and communities by addressing social determinants of health and providing effective, efficient, equitable, and accessible care for all across the care continuum, as well as identifying the system facilitators and barriers to achieving this goal.
- the current and future deployment of all levels of nurses across the care continuum, including in collaborative practice models, to address the challenges of building a culture of health.
- system facilitators and barriers to achieving a workforce that is diverse, including gender, race, and ethnicity, across all levels of nursing education.
- the role of the nursing profession in assuring that the voice of individuals, families and communities are incorporated into design and operations of clinical and community health systems.
- the training and competency-development needed to prepare nurses, including advance practice nurses, to work outside of acute care settings and to lead efforts to build a culture of health and health equity, and the extent to which current curriculum meets these needs.
- the ability of nurses to serve as change agents in creating systems that bridge the delivery of health care and social needs care in the community.
- the research needed to identify or develop effective nursing practices for eliminating gaps and disparities in health care.
- the importance of nurse well-being and resilience in ensuring the delivery of high quality care and improving community health.

In developing its recommendations for the future decade of nursing in the United States, the committee will draw from domestic and global examples of evidence-based models of care that address social determinants of health and help build and sustain a culture of health.

*The National Academies of*  
SCIENCES • ENGINEERING • MEDICINE

**Committee Members**

**Mary K. Wakefield, Ph.D., R.N. (co-chair)**  
Visiting Distinguished Professor,  
Georgetown University, DC  
Visiting Professor, University of Texas at Austin

**David R. Williams, Ph.D., M.P.H. (co-chair)**  
Florence Sprague Norman and Laura Smart  
Norman Professor of Public Health, and Chair,  
Department of Social and Behavioral Sciences  
Harvard T.H. Chan School of Public Health

**Maureen Bisognano, M.S.**  
President Emerita and Senior Fellow  
Institute for Healthcare Improvement

**Jeffrey Brenner, M.D.**  
Senior Vice President, Clinical Redesign  
UnitedHealthCare Community and State

**Peter I. Buerhaus, Ph.D., R.N. FAAN**  
Professor of Nursing and Director, Center for  
Interdisciplinary Health  
Workforce Studies, College of Nursing,  
Montana State University

**Marshall H. Chin, M.D., M.P.H.**  
Richard Parrillo Family Professor of Healthcare  
Ethics, Department of Medicine,  
The University of Chicago

**Regina Cunningham, Ph.D., R.N., NEA-BC,  
FAAN**  
Chief Executive Officer,  
Hospital of the University of Pennsylvania

**José J. Escarce, M.D., Ph.D.**  
Professor of Medicine, David Geffen School of  
Medicine; Vice Chair for Academic Affairs,  
Department of Medicine,  
University of California, Los Angeles  
School of Medicine

**Greer Glazer, Ph.D., R.N., CNP, FAAN**  
Dean, University of Cincinnati College of  
Nursing

**Marcus Henderson, B.S.N., R.N.**  
Fairmount Behavioral Health System

**Angelica Millan, D.N.P., R.N., CNS**  
Healthcare Consultant and Educator

**John W. Rowe, M.D.**  
Mailman School of Public Health,  
Columbia University

**William M. Sage, M.D., J.D.**  
James R. Dougherty Chair for Faculty  
Excellence, School of Law, and Professor of  
Surgery and Perioperative Care, Dell Medical  
School,  
The University of Texas at Austin

**Victoria Tiase, M.S.N., R.N.-B.C., FAMIA**  
Program Director of Research Science and  
Informatics Strategy, and Director, NYP  
Analytics,  
New York Presbyterian Hospital

**Winston F. Wong, M.D., M.S., FAFAP**  
Medical Director, Community Health,  
Director, Disparities Improvement and Quality  
Initiatives, Permanente Medicine,  
Kaiser Permanente

*The National Academies of*  
**SCIENCES • ENGINEERING • MEDICINE**

**A NOTE TO ATTENDEES**

The purpose of this open session is for the committee to gather information and to gain greater understanding of the specified topic, *Payment and Care for Complex Health and Social Needs*, as it relates to the Statement of Task and to hear from the public. Please note that the committee is in the process of assembling materials that it will examine and discuss in the course of making its findings, conclusions, and recommendations. Comments made by individuals, including members of the committee, should not be interpreted as positions of the committee or of the National Academies. Questions posed by committee members in these information gathering sessions may not be indicative of their personal views, to say nothing of that person's future position as it may evolve in the course of the project. The committee will consider many sources of evidence and deliberate thoroughly before writing its draft report and, once the draft report is written, it must go through a rigorous review by experts who are anonymous to the committee. Therefore, observers who draw conclusions about the committee's work based on today's discussions will be doing so prematurely.

This gathering is the second of three town hall meetings. The third will be in Seattle on August 7, 2019. Please be sure to sign up for the study listserv to receive notices for the last town hall meeting here: <https://nam.edu/the-future-of-nursing-2020-2030/>  
If you are unable to attend in person, please join us via webcast at the aforementioned link

Additionally, anyone is welcome to submit written comments and evidence to the committee ([futureofnursing2030@nas.edu](mailto:futureofnursing2030@nas.edu)). Materials submitted to the committee will be made publicly available through the study's Public Access File.

We thank you for your time to attend today's open session!

**Please join and follow the conversation at #FutureofNursing2030**

The next twitter chat will be held in advance of the town hall meetings on:  
Thursday, August 1 from 3:00pm – 4:00pm EST