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**AGENDA**

**Committee on the Future of Nursing 2020-2030**

**Open Session**

**Wednesday, November 20, 2019**

9:00 a.m.     **Welcome and Introductory Remarks**  
*Mary Wakefield, Committee Co-chair*  
*Moderated by Maureen Bisognano, Committee member*

***Technical Panel***

9:05 a.m.     **Center for Health Care Strategies**  
*Tricia McGinnis, Executive Vice President and Chief Program Officer*

9:20 a.m.     **CVS Health**  
*Angela Patterson, Chief Nurse Practitioner Officer, CVS MinuteClinic and Vice President, CVS Health*

9:35 a.m.     **Pacific Business Group on Health**  
*Elizabeth Mitchell, President and CEO (presentation by Zoom)*

9:50 am       **American Hospital Association**  
*Priya Bathija, Vice President, The Value Initiative, American Hospital Association*  
*Robyn Begley, American Hospital Association Senior Vice President and Chief Nursing Officer, American Organization for Nursing Leadership (AONL)*

10:05 a.m.    **Q&A with the Committee**  
*Moderated by Maureen Bisognano, Committee Member*

10:45 a.m.    **Closing Remarks**  
***Technical Panel Adjourn***

10:50 a.m.    **Break**

11:00 a.m.    **Future Trends**  
*Lori Melichar, Senior Director – Program, Robert Wood Johnson Foundation*

11:55 pm      **Closing Remarks and Adjourn**  
*David Williams, Committee Co-chair*

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**The Future of Nursing 2020-2030**  
**Technical Panel and Discussion**  
**November 20, 2019**

**SPEAKER BIOGRAPHIES**

**Priya Bathija** is Vice President, Value Initiative at the American Hospital Association (AHA). In this role, she leads AHA's efforts to guide hospitals and health systems as they promote affordability by improving quality and decreasing cost. In addition, Priya continues to lead the association's efforts to explore innovative delivery and payment system reforms that will allow vulnerable urban and rural communities to ensure access to essential health care services. Formerly, Priya served as AHA's point person for inpatient payment and rural hospital issues and as AHA's liaison to MedPAC. Prior to joining the AHA, Priya practiced health care law and served as Hospital Counsel for MedStar Georgetown University Hospital in Washington, DC and Associate General Counsel at ProMedica Health System in Toledo, Ohio.

**Robyn Begley, DNP, RN, NEA-BC** is chief executive officer of the American Organization for Nursing Leadership (AONL) and senior vice president, chief nursing officer of the American Hospital Association (AHA). In her role at AONL, she leads a membership organization of more than 9,700 nurse leaders whose strategic focus is excellence in nursing leadership. She oversees a number of key initiatives involving workforce, quality and safety, and future care delivery models. In addition, she works collaboratively with the AHA to ensure the perspective and needs of nurse leaders are heard and addressed in public policy issues related to nursing and patient care. Begley previously served as vice president of nursing and chief nursing officer at AtlantiCare, a member of Geisinger, in Atlantic City, N.J. During her 35 year tenure, she led AtlantiCare Regional Medical Center to achieve the American Nurses Credentialing Center's Magnet designation four times. She also worked with the local NAACP, Hispanic Alliance and Pan Asian leaders to promote diversity in the nursing workforce by establishing a nursing fellowship and scholarship, as well as a mentoring program for students. Begley serves on many boards, most recently as a member of the AONL Board of Directors and chair of AONL Foundation Board of Directors. Begley earned her Doctor of Nursing Practice degree at the University of Medicine and Dentistry of New Jersey, New Brunswick, N.J., master's degree from Widener University, Chester, Pa. and bachelor's degree from Georgetown University in Washington, D.C. She is board certified as an advanced nurse executive with the American Nurses Credentialing Center.

**Tricia McGinnis, MPP, MPH**, is executive vice president and chief program officer at the Center for Health Care Strategies (CHCS). She leads CHCS' programmatic work, which encompasses payment and delivery system reform and integrated care for complex populations. In this role, Ms. McGinnis works closely with program staff, funders, and a wide range of Medicaid stakeholders to manage a large portfolio of innovative projects that aim to

fundamentally improve how care is delivered and the health of Medicaid populations. She works with the CEO to develop and execute CHCS' program strategy. Ms. McGinnis has substantial experience working directly with state Medicaid agencies, health plans, and providers to advance value-based payment models, including accountable care organizations, multi-payer models (e.g., State Innovation Model grants); and innovative alternative payment models for Medicaid populations. She also has led work with states in developing Medicaid payment models designed to reduce and eliminate disparities in health and health care and address social determinants of health as well as efforts to promote meaningful consumer and community engagement to drive the design of more effective care models. Prior to joining CHCS in 2010, Ms. McGinnis managed the provider performance measurement, improvement, and transparency program as a senior program manager at Blue Shield of California. Ms. McGinnis holds master's degrees in public policy and public health from the University of California, Berkeley. She received a bachelor's degree in political science and economics from Kenyon College.

**Lori Melichar, MA, PhD**, is a labor economist and the Director of the Pioneer Portfolio at the Robert Wood Johnson Foundation, where she leads a team that is focused on discovering, exploring and learning from cutting edge ideas and emerging trends that have the potential to accelerate progress to create a Culture of Health in America. She is also the host of the Foundation's Pioneering Ideas podcast. Over the past 17 years, Melichar has created and managed several programs to focus a broad research community on studies to improve health and healthcare policy and practice, and was a key driver of efforts to advance the science of quality improvement (QI) research and evaluation at the Foundation. From 2008-2010, she served as the Research Director for the Future of Nursing Committee, at the Institute of Medicine of the National Academy of Sciences. She holds a PhD and MA in economics from the University of Maryland at College Park and a BA in economics from Swarthmore College in

**Elizabeth Mitchell** is President and CEO of the Pacific Business Group on Health (PBGH). PBGH is a 501c(3) non-profit organization focused on improving health outcomes, experience and affordability for consumers and purchasers across the United States. PBGH represents 39 of the largest public and private purchasers of healthcare in the country who collectively purchase \$100 Billion in healthcare annually for 15 Million employees and their families. As leader of PBGH, Mitchell advances the organization's strategic focus areas of advanced primary care, functional markets and purchasing value. Mitchell leads PBGH in mobilizing purchasers, elevating the role and impact of primary care, and creating functional healthcare markets to support high-quality affordable care – achieving measurable impacts on outcomes and affordability including quality, patient-reported outcomes/satisfaction, and appropriateness. At PBGH, Mitchell leverages her extensive experience in working with healthcare purchasers, providers, policymakers and payers to improve healthcare quality and cost. Mitchell previously served as Senior Vice President for Healthcare and Community Health Transformation at Blue Shield of California, during which time she designed Blue Shield's strategy for transforming practice, payment and community health. Mitchell also served as the President and CEO of the Network for Regional Healthcare Improvement (NRHI), a network of regional quality improvement and measurement organizations; served as CEO of Maine's business coalition on health (the Maine Health Management Coalition); worked within an integrated delivery system (MaineHealth); and was elected to the Maine State Legislature, serving as a State Representative. Mitchell served as Vice Chairperson of the U.S. Department of Health & Human Services Physician-Focused Payment Model Technical Advisory Committee, Board and Executive Committee Member of the National Quality Forum (NQF), Member of the National Academy of Medicine's "Vital Signs" Study Committee on core metrics, and a Guiding Committee Member

for the Health Care Payment Learning & Action Network. Mitchell holds a degree in religion from Reed College and studied social policy at the London School of Economics.

**Angela Patterson, DNP, FNP-BC, NEA-BC, FAANP** is an advanced practice registered nurse, Vice President at CVS Health, and Chief Nurse Practitioner Officer of MinuteClinic. In her current role, Angela oversees care delivery and professional practice development for the 3,000 Nurse Practitioners and Physician Assistants who staff the MinuteClinic retail health clinics in 33 states and the District of Columbia. She also leads a variety of programs focused on Clinical Quality, Clinical Training & Education, Professional Practice Advancement, and Provider Workforce Development. In 2019, under Angela's guidance, MinuteClinic became the first retail health care organization to be awarded the Pathway to Excellence® designation by the ANCC for achieving a culture of excellence in nursing practice. In addition, Angela has responsibilities that support the broader organization including membership on key committees such as the MinuteClinic Clinical Executive Committee, Enterprise Patient Safety Work Group, and the CVS Health Diversity Management Leadership Committee. Prior to joining MinuteClinic, Angela spent 20 years as a primary care provider and Clinical Director in an urban-based, family medical practice which she co-owned. She also served for 10 years as a principal lecturer and clinical instructor for the Family Nurse Practitioner program in the School for Health Studies at Simmons College in Boston. Currently, Angela holds board member appointments with the Convenient Care Association, the Rhode Island Nurses Action Coalition, and the Rhode Island Nurses Institute Middle College. She is also a member of the AARP Champion Nursing Coalition. During her more than twelve years with CVS Health, MinuteClinic has grown from several hundred to more than 1,100 clinics and has increased care delivery volume from fewer than one million to more than 48 million patient visits. Angela was the recipient of the 2018 AANP Sharp Cutting Edge Award for her exemplary work in nursing organizational leadership and inducted in 2019 as a Fellow of the American Association of Nurse Practitioners (AANP). Angela received her BSN from Simmons College in 1985 and worked as an RN at Beth Israel Hospital in Boston. In 1988, she received her MSN and certification as a Nurse Practitioner from Simmons College with distinction. Angela received her Executive DNP from MGH Institute of Health Professions in 2016.

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**COMMITTEE ON THE FUTURE OF NURSING 2020-2030**

**STATEMENT OF TASK**

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 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 skills needed to prepare nurses, including advanced 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 curricula 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.

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**COMMITTEE ROSTER AND CONTACT INFORMATION**  
**COMMITTEE ON THE FUTURE OF NURSING 2020-2030**

**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  
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Montana State University

Richard Parrillo Family Professor of Healthcare  
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**Regina Cunningham, Ph.D., R.N., NEA-BC,  
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Program Director of Research Science and  
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Medical Director, Community Health  
Director, Disparities Improvement and Quality  
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**A NOTE TO WEBINAR PARTICIPANTS**

The purpose of this open session is for the committee to gather information and to gain greater technical understanding through a panel and discussion with health care industry leaders about how their organizations or members prioritize efforts to promote health equity into delivery and care models as it relates to the Statement of Task. 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 is the committee's fifth open public meeting, which included three town hall meetings spread out across the US. To view the webcasts of past meetings, please visit: <https://nam.edu/the-future-of-nursing-2020-2030/>

Although, there will not be time for public comments during this open session, everyone is encouraged to submit written comments and evidence to the committee by email at [futureofnursing2030@nas.edu](mailto:futureofnursing2030@nas.edu).

Please be sure to sign up for the study listserv to receive notices for those town hall meetings here: <https://nam.edu/the-future-of-nursing-2020-2030/>

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

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