



Right Care Initiative Los Angeles University of Best Practices—January 16, 2020



John Øvretveit, PhD
Quality Improvement & Care Coordination, Stockholm Regional Health System of Sweden (.5 FTE); Professor of Improvement Implementation & Evaluation, Director of Research, LIME/MMC, Karolinska Institutet Medical University, Sweden

That implementation and resources are the keys to improvement is what John has learned from his 35 year career as a healthcare clinician, improver and researcher. He is director of research at the Karolinska Institutet Academic Medical Center MMC unit in Sweden, and Professor of Health Implementation Improvement and Evaluation. John’s work is based on the belief that organisation and management can bring out the best as well as the worst in clinicians and care staff, and that the right implementation and organisation design is critical for effective healthcare. Much of his work uses different social sciences to enable people to implement change and to explain and predict events in health care and clinical practice. He was awarded the 2014 Avedis Donabedian International Quality Award for his work on quality economics. John is a Norwegian-Brit with expertise in the fields of health service quality, health management, organisation, evaluation, inter-professional cooperation and health reforms. He has undertaken health evaluation and development projects in a number of African countries, Yemen, Indonesia, Thailand, Mexico, New Zealand, Australia, Japan, Sweden, Norway, Finland, Iceland, the Baltic countries and the USA. Translations of some of his 400 peer reviewed scientific publications and books have been made into nine languages. Six books have won publications awards, including twice winner of the European Health Management Association Award and the Baxter health publication of the year prize for the books “Action Evaluation” (2002 (and “Health Service Quality” (1992). He is currently an editorial board member of eight scientific health journals, a board member of the Joint Commission Resources/International, advisor and reviewer to a number of research funding councils, and a founding member and board director of the Global Implementation Initiative and the Quality Improvement Research Network.



Michael Kanter, MD
Professor and Chair, Department of Clinical Science, Kaiser Permanente School of Medicine

Dr. Michael Kanter was the Regional Medical Director of Quality & Clinical Analysis for the Southern California Permanente Medical Group. Dr. Kanter was also the Executive Vice President and Chief Quality Officer of the Permanente Federation and is currently a Professor of Health System Science and Chair of Clinical Science for the Kaiser Permanente School of Medicine. Dr. Kanter received a BS in Cybernetics from UCLA

and MD from UCSF. He oversees the following areas within Kaiser Permanente’s Southern California region: quality, clinical analysis and clinical practice guidelines, utilization of drugs, medical imaging and laboratory services, health education, patient safety, physician education, research and evaluation, innovation, residency programs and physician education, purchaser engagement and marketing, as well as measurement of access and service. Dr. Kanter has authored more than 80 articles published in peer review journals including the New England Journal of Medicine, the Journal of the American Medical Association, and the Harvard Business Review, and authored chapters in 5 books.



Michael Dolan, MD
Executive Vice President, Gundersen Health System, La Crosse WI

Michael J. Dolan, MD, FACP, is the executive vice president and medical chief operating officer for Gundersen Health System and a practicing Internal Medicine physician. Dr. Dolan leads Gundersen’s medical departments and clinicians, and partners with administrative leadership to drive operating performance and high-quality care. Dr. Dolan joined Gundersen Internal Medicine in 1990. In 1999, his colleagues elected him department chair, the youngest chair in the department’s history at that time. For the next nine years, Dr. Dolan coordinated educational, service and quality functions for 11 sections making up Internal Medicine. In 2002, Dr. Dolan was elected to Gundersen’s Board of Governors, on which he served for seven years. Also in 2002, Dr. Dolan was selected to be one of Gundersen’s medical vice presidents. He remained in the role for 13 years, partnering with administrative vice presidents to oversee three of the organization’s four operational teams for approximately four years each. In this role he managed the medical side of Plastic Surgery, Otolaryngology, Audiology, Urology, Dental Specialties, Oral Surgery, Cardiology, Cardiovascular Surgery, Orthopaedics, Podiatry, Outpatient Therapies, Sports Medicine and Behavioral Health. In 2014 and 2015, Dr. Dolan was honored as Teacher of the Year for Gundersen’s Internal Medicine and Transitional residency programs. In 2016, he was named the Distinguished Internist of the Year by the Wisconsin chapter of the American College of Physicians. In addition, Dr. Dolan led Gundersen’s disease management program since its inception in 2003, overseeing staff training to increase operating room safety, developing Gundersen’s Executive Physical Program, redesigning departments to improve patient experiences and increase staff efficiency, and finding new ways to work that result in major cost savings passed along to patients. Dr. Dolan’s professional affiliations include fellow, American College of Physicians; the American Association of Physician Leadership; and the Wisconsin State Medical Society. He has also been an assistant clinical professor at the University of Wisconsin School of Medicine & Public Health.

Dr. Dolan holds a medical degree from the University of Wisconsin Medical School. He completed an Internal Medicine residency with Gundersen's Graduate Medical Education Program and became licensed to practice medicine in Wisconsin in 1988. He is board certified in Internal Medicine, holds an Advisory Board Fellowship in Healthcare and a Healthcare Management Certificate from the University of Wisconsin-La Crosse. His undergraduate degree is from Lawrence University.



Sandra Koyama, MD, FACP
National Heart Failure Lead, Kaiser Permanente

Sandra Y. Koyama, MD FACP is the Heart Failure Regional Physician Co-Lead for the Southern California Permanente Medical

Group and is a general internist practicing at Kaiser Permanente Baldwin Park. She received her BS in Biology from the University of California, Irvine and her MD from the Keck School of Medicine at the University of Southern California. She completed her internal medicine residency at Kaiser Foundation Hospital in Los Angeles and joined the staff at Kaiser Permanente Los Angeles Medical Center in 1990 with board certifications in internal medicine and geriatrics. She first became interested in managing heart failure through her work for KP Los Angeles with the McKinsey consulting group in 1995. In 1996, she transferred to Kaiser Permanente Baldwin Park and continued her work with the heart failure population in the San Gabriel Valley. In 2004, Dr. Koyama was invited to join Dr. Maria Taitano as a regional co-lead for the KP Southern California heart failure population. She has been involved in the work to standardize and improve care for the heart failure population as well as working to reduce HF readmissions across Southern California. As a Southern California heart failure leader, Dr. Koyama participated in the development and review of both regional and national heart failure clinical practice guidelines for Kaiser Permanente. She became the national physician lead for the KP heart failure guidelines in 2018. She also worked with local leaders at the KP Baldwin Park Medical Center to attain "Gold Plus" status in the American Heart Association's Get with the Guidelines heart failure program as well as certification in "Advanced Heart Failure" through JCAHO. In addition to her work on heart failure, Dr. Koyama has served as chair of the KP Baldwin Park medical quality committee from 2004 to 2017 and is currently a member of her local peer review oversight committee.

Currently, Dr. Koyama is involved in an ongoing study of transitions of care through Project Achieve (Achieving Patient-Centered Care and Optimized Health In Care Transitions by Evaluating the Value of Evidence). She recently co-authored articles based on the KP SoCal subset analyses examining the post hospital follow up visit and the impact of inpatient palliative care.



Maria Taitano, MD
Heart Failure Co-Lead, Kaiser Permanente California

Maria Taitano MD FACC is the Heart Failure Regional Physician Co-Lead for the Southern California Permanente Medical

Group and is a cardiology staff physician at Kaiser South Bay. She received her BS degree in Microbiology at University of

Washington, MD degree from John A Burns School of Medicine at UH Manoa, and completed IM residency and Cardiovascular Disease Fellowship at Kaiser Foundation Hospital in Los Angeles. She is board certified in Internal Medicine and Cardiovascular Disease. Dr. Taitano has been involved in the HF readmission reduction work in SCPMG since 2005 including development and implementation of processes relating to HF transitions in care, electronic health record relevant to heart failure care, participated in development of clinical practice guidelines locally with SCPMG and Kaiser National HF Guideline Committee, development and implementation of the regional complex case conferences, physician assistant mentor, and cardiology liaison to Population Care Management, Ambulatory Pharmaceutical Care Services and Physician CME Committee at Kaiser South Bay. Over the years, she has participated as site investigator/site co-investigator in large clinical trials such as ALLHAT, ONTARGET-TRANSCEND and Courage Trial.



Chloe Bird, PhD, MA
UBP Co-Chair, Right Care Initiative; Senior Social Scientist, RAND Corporation

Chloe E. Bird is a senior social scientist at the RAND Corporation, where she studies women's health and determinants of gender differences in health and health care. She is also a member of the Pardee RAND Graduate School faculty. She recently served as editor-in-chief of the journal *Women's Health Issues*, where she is now associate editor. Her recent work includes a study assessing and mapping gender disparities in quality of care for cardiovascular disease and diabetes, among VA patients in California and Texas, and NIH-funded research on the impact of neighborhoods and behaviors on allostatic load, morbidity, and mortality. Bird is working to build a donor-funded Women's Heart Health Research and Policy Center at RAND to improve women's heart health by addressing deficits in women's health and health care. Bird received her Ph.D. in sociology from the University of Illinois at Urbana-Champaign.



Tony Kuo, MD, MSHS
UBP Co-Chair, Right Care Initiative; Director, Chronic Disease and Injury Prevention, Los Angeles County Department of Public Health; Co-Program Leader, Population Health Program, UCLA Clinical and Translational Institute

Dr. Tony Kuo is the Director of both the Office of Senior Health, and the Division of Chronic Disease and Injury Prevention for the Los Angeles County Department of Public Health. Dr. Kuo is a highly published author with joint appointments at UCLA's schools of public health and medicine, where he co-leads the clinical and translational science institute. Dr. Kuo's academic interests and work have included federally funded research/evaluation studies, peer-reviewed publications, and other efforts in chronic disease prevention and control; patient-centered care; nutrition and physical activity promotion; tobacco control policy; and senior health. Dr. Kuo received his Medical Degree from the University of Utah School of Medicine and his Master's in Health Services from the UCLA Fielding School of Public Health where he serves as Adjunct Associate Professor in the



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Department of Epidemiology. He is boarded in Family Medicine and has over fifteen years of clinical experience in urgent care clinics, emergency departments, and homeless shelters.



Carol Peden, MB ChB, MD, FRCA, FFICM, FFMLM, MPH
UBP Co-Chair, Right Care Initiative; Executive Director, USC Center for Health System Innovation, Keck School of Medicine, USC

Dr. Carol Peden, MB ChB, MD, FRCA, FFICM, FFMLM, MPH is a Professor of Anesthesiology and Executive Director of the Center for Health System Innovation at University of Southern California. Previously she was a Consultant in Anesthesia and Intensive Care at the Royal United Hospitals, Bath, UK and Associate Medical Director for Clinical Quality for NHS England. Carol gained her quality improvement expertise as a Fellow at the Institute for Healthcare Improvement (IHI) and has helped design and lead quality improvement projects around the world, including the UK, Scandinavia and the Middle East. Her research interests include improving clinical outcomes, preoperative medicine and patient safety. Recent awards include the 2016 Ellis Gillespie Professor of the Australia and New Zealand College of Anesthetists, the 2014 Royal College of Anesthetists Macintosh Professorship and the Harvard T. Chan School of Public Health Alumni of the Year Award 2016 for Innovation in Public Health.

Public Health, clinical experts, and State of California leadership to improve patient outcomes in high yield areas for preventing disability and death, where the science is clear, but the uptake is uneven. The Right Care Initiative is a public-private, charitably-funded collaborative effort that has thus far worked in the areas of prevention and better management of Hospital Acquired Infections (HAI), heart attacks, strokes, and diabetic complications. Ms. Hanley has co-lead the initiative since its inception, co-creating the intellectual framework through close collaboration with leading academics and experts in the field. The hallmark of her public policy career is bridging across the disparate arenas of business, government, health care delivery, and academia. Ms. Hanley received her Masters of Public Policy from Harvard University’s John F. Kennedy School of Government, after studying health economics and pre-medical coursework at UC Davis. Since that time, she has applied her background in science and public policy in the areas of clinical quality improvement, public health preparedness and improving laws to protect patients. She was instrumental in the negotiations and passage of the set of California laws known as the *Patient Bill of Rights*, which includes the right to a 2nd opinion and independent medical review. The Right Care Initiative is a program within the UC Berkeley School of Public Health’s Center for Health Organization and Innovation Research (CHOIR).



Carol Zaher, MD, MPH, MBA
UBP Co-Chair, Right Care Initiative; Medical Director, Health Net

Dr. Carol Zaher is a cardiologist and Medical Director of Health Net of California. She was Chief of Cardiology and Director of Electrophysiology at Kaiser Permanente Southern California and subsequently worked as a health care consultant in disease management, clinical guideline and policy development, international health care, strategic product marketing, and medical education. She completed Medical School and an Internal Medicine Residency at the University of Pennsylvania and a Cardiology and Electrophysiology Fellowship at Cedars Sinai Medical Center. She obtained a Master’s degree in Business Administration from Pepperdine University and Masters in Public Health from UCLA.



Hattie Rees Hanley, MPP
Co-founder and Director, Right Care Initiative, Center for Healthcare Organizational and Innovation Research, UC Berkeley School of Public Health

Ms. Hanley co-conceived of and launched the Right Care Initiative in 2008 with the deans of the University of California, Berkeley and UCLA’s Schools of