



George Mason University

Expert Panel Testing of a Funding Methodology for the Allocation of Title VIII Funds: Phase II

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EULA AIKEN, Ph.D., R.N.

Dr. Eula Aiken is the Executive Director of the Southern Regional Education Board Council on Collegiate Education for Nursing. She served as project director of several regional projects, administered by the Southern Regional Education Board, before assuming this current position in 1990. The Council has a 50-year legacy of providing a regional forum for discussion of pressing issues in nursing education by educators in collegiate nursing programs. Other activities include an appointment to the Georgia Board of Nursing and the National Advisory Council on Nurse Education and Practice.

CAROLE A. ANDERSON, Ph.D., R.N., FAAN

Dr. Carole Anderson is Vice Provost for Academic Administration, The Ohio State University. She is also a professor in the College of Nursing and holds a secondary academic appointment in the Department of Psychiatry, College of Medicine and Public Health. Prior to her current position, she served for fifteen years as Dean of the College of Nursing. During her tenure as dean, she also held the titles of Assistant Vice President for Health Sciences and Executive Dean of the Health Sciences College.

Dr. Anderson is a fellow in the American Academy of Nursing, editor of *Nursing Outlook*, member of the Board of Commissioner, Commission on Collegiate Nursing Education (CCNE), chair of OSU's Council on Diversity and a member of the Columbus Board of Health. Dr. Anderson has served in numerous, national leadership positions including as president of the American Association of Colleges of Nursing (AACN), a charter member and two-term chair of the Scientific Review Group of the National Institute of Nursing Research (NINR), and a member of and chair of the National Advisory Council on Nurse Education and Practice (NACNEP), Division of Nursing, DHHS.

Dr. Anderson received a B.S. in Nursing, M.S. in Psychiatric Nursing and a Ph.D. in Sociology from the University of Colorado. Prior to her appointment at Ohio State, she held faculty and administrative positions at the University of Colorado and the University of Rochester. Dr. Anderson's career has included roles as a staff nurse, clinical specialist and psychotherapist. From 1986-2001, she provided clinical services to HIV infected individuals and their families associated with the Aids Clinical Trials Unit (ACTU), Division of Infectious Diseases OSU College of Medicine and Public Health.

Dr. Anderson has served on a wide array of national task forces and committees, and has been a consultant to several colleges and schools of nursing across the country. She was the co-chair of a university committee that developed OSU's *Diversity Action Plan*. She is the author of numerous articles, book chapters and monographs focused on nursing education and clinical topics. In 2001 the Columbus YWCA named her a *Woman of Achievement*.

Throughout her career in nursing, Dr. Anderson has played an active role in changing and shaping nursing education with particular emphasis on program quality, graduate education and the desired linkages between nursing education and practice. She has been an outspoken advocate of the pressing need for increasing the numbers of nurses prepared at the graduate level and of the need for academic nursing programs and their faculty to become solidly embedded in the academic fiber of colleges and universities.

LINDA BURNES BOLTON, Dr. PH, R.N., FAAN

Dr. Linda Burnes Bolton is Vice President and Chief Nursing Officer of Cedars-Sinai Health System and Research Institute, Los Angeles, California where she is responsible for administrative and nursing practice, nursing and

health care research, nursing and allied health education, patient education and nursing performance improvement. Her primary research focus is women's health, health policy and organizational development. As a member of the Cedars-Sinai Research Institute, she leads interdisciplinary research teams on health outcomes, organizational restructuring, and patient and community education. Her professional experience includes positions held as staff nurse, clinical nurse specialist, public member of government advisory boards, healthcare executive, community and public health nurse, University faculty and consultant. She holds graduate faculty appointments at the University of California, Los Angeles, California State University, Los Angeles and University of Southern California.

She serves on various national, regional and local health boards and committees, including the Governing Council of the American Academy of Nursing, National Black Nurses Foundation board of directors and the Health Policy PAC for the American Organization of Nurse Executives. She serves on the following editorial boards: American Journal of Nursing, CINNAHL Online Nursing of Health Care Quality, NurseWeek, Nursing and Health Care, Journal of National Black Nurses, Association and Nursing Administration Quarterly.

She is a member of several organizations including the National Black Nurses Association, American Academy of Nursing, Center for Nursing Leadership, American Nurses Association, Sigma Theta Tau, American Organization of Nurse Executives, Chi Eta Phi, Association of Women's Health, Obstetric and Neonatal Nurses, Children Defense Fund and the Black Congress on Health, Law and Economics. She is the author of several articles, books, book chapters, videos and audiotapes. She is the co-developer of the National Black Nurses Association Community Collaboration Model. The model has been tested and is currently utilized in over one hundred communities throughout the United States as a framework for improving community health.

Dr. Burnes Bolton holds a bachelors of Science in nursing from Arizona State University, masters in nursing, masters in public health and doctorate in public health from the University of California, Los Angeles. She is a Fellow of the American Academy of Nursing. Dr. Burnes Bolton is committed to improving access to health care and the health status for all members of society and has dedicated her professional career to accomplishing these goals.

SHIRLEY S. CHATER, R.N, Ph.D., FAAN

Shirley S. Chater served as the Commissioner of the United States Social Security Administration from 1993-1997, where she was responsible for 65,000 employees and an annual budget that exceeded 480 billion dollars. During her term of office she initiated a "putting customers first" strategy and redesigned selected business processes for more efficient and effective services. Based on an independent, outside study, the Social Security Administration received the highest ranking of success for customer service when compared with ten other companies, including Nordstrom's, AT&T, JC Penney's, etc.

From 1986 until 1993 she served as the President of Texas Woman's University (TWU) with campuses in Denton, Dallas and Houston. Major restructuring of colleges and departments led to increased enrollment and stable finances. *The New York Times* cited TWU for its participatory team management style. Dr. Chater retains the title of President Emerita from Texas Woman's University.

Dr. Chater also served as a faculty member at the University of California at San Francisco (UCSF) and Berkeley. She held the position of Vice Chancellor for Academic Affairs at UCSF from 1977 to 1983 and was honored in 1997-98 by being named Regents Professor of the University.

She has served on numerous boards and commissions, both nationally and locally. She is

currently serving as Chair of the National Advisory Committee for the Robert Wood Johnson Executive Nurse Fellows Program. For 12 years she served as advisor to the Kellogg National Leadership Program. She is a member of the advisory board of EdVerify, Inc., and a director of PacifiCare Health Systems.

After completing the baccalaureate degree in nursing at the University of Pennsylvania, she received a Master of Science degree in nursing from the University of California at San Francisco and a Ph.D. from the School of Education at the University of California at Berkeley. She also holds a certificate from the Sloan School of Management, Massachusetts Institute of Technology. She has received 13 honorary doctoral degrees, including the Doctor of Humane Letters from the University of Pennsylvania in 1997. The Schools of Nursing of the University of Pennsylvania, the Hospital School of Nursing, (HUP), and the University of California, San Francisco have also named her a distinguished alumna. In 1998 UCSF presented to her the University Medal, the highest award given by the university. Dr. Chater has been elected to the Institute of Medicine, National Academy of Sciences; the Academy of Social Insurance, the American Academy of Nursing and the Academy of Public Administration. The American Academy of Nursing named Dr. Chater a "Living Legend" in 2000.

As a consultant, Dr. Chater works with Colleges and Universities on topics related to strategic planning, management and leadership development. She continues to hold a faculty appointment at the University of California, San Francisco as an Adjunct Professor, School of Nursing, Institute for Health and Aging.

MARY E. FOLEY, MS, R.N.

Mary E. Foley, MS, R.N., is president of the American Nurses Association. Foley was previously employed for 19 years at Saint Francis Memorial Hospital in San Francisco, a member of the Catholic

Healthcare West Network. She was the director of nursing and chief nurse executive for 2 years. Prior to that, she served as a medical-surgical staff nurse at Saint Francis for 17 years. She was a part-time clinical faculty member at San Francisco State University School of Nursing and was the faculty adviser for the student nurses association at the school. From 1976 to 1980, Foley was the assistant director of ambulatory care review at the New York County Health Services Review Organization.

A registered nurse for more than 25 years, Foley has been active in the health care policy arena, and she continues to write and lecture about health care policy, collective action in the workplace, and health and safety. She was appointed to the California Tuberculosis Elimination Task Force in the Department of Health Services from 1993 to 1994, the Mayor's HIV Task Force for the City of San Francisco in 1989, and California's R.N. Special Advisory Committee on the Nursing Shortage for the Department of Consumer Affairs in 1989. She also is a project consultant for the Training for the Development of Innovative Control Technology (TDICT) Project. The TDICT Project, part of the Trauma Foundation at San Francisco General Hospital, was founded in 1990 to bring together health care workers, product designers, and industrial hygienists to prevent exposure to blood through better design and evaluation of medical devices and equipment. The TDICT Project is also a partner with the ANA.

Foley has held numerous elected and appointed positions with the ANA at both the state and national levels. She served as ANA's second vice president from 1994 to 1996 and as first vice president from 1996 to 2000. She also was chairperson of the Constituent Assembly for two years. She was an official representative at the 1997 and 1999 meetings of the International Council of Nurses (ICN). Additionally, she was the chair of the ANA Legislative Committee and a member of the ANA Political Action Committee Board of Directors. At the state level, Foley served as president and treasurer of the California Nurses

Association when it was an ANA-affiliated organization. Her professional organizational involvement began with the National Student Nurses Association (NSNA), where she served as president in 1974-1975. She is the first NSNA past-president to be elected ANA President.

Foley received her nursing diploma in 1973 from New England Deaconess Hospital School of Nursing, her BSN in 1976 from Boston University School of Nursing in Massachusetts, and her Masters of Science in Nursing Administration and Occupational Health from the University of California in San Francisco in 1994.

CHARLENE M. HANSON, EDD, RN, FNP, CS, FAAN

Dr. Charlene “Chuckie” Hanson is Professor Emerita in Nursing at Georgia Southern University. She received her RN nursing education at St. Peters Hospital, Albany, New York; her BSN at SUNY Oneonta; and her MSN at Syracuse University. She earned Doctorate in Education from the University of Georgia.

Hanson is a Past President of the National Organization of Nurse Practitioner Faculties and is currently Chairing the NONPF Task Force for implementing consultative quality assurance program for NP education. She has had two congressional appointments on the National Advisory Committee on Rural Health during the Reagan administration and on the National Advisory for Nursing Practice and Education under President Clinton. Dr. Hanson is a member of the Health Strategies Advisory Council for Georgia State government and recently co-chaired the technical advisory committee on the workforce crisis in health care.

Dr. Hanson is well published in the nursing and rural health literature, and is a sought after speaker and nurse practitioner education curriculum consultant nationally and internationally. She currently serves as co-editorial director of the

American Journal of Nurse Practitioners and is Editorial Director for *NP World News*. She sits on the editorial board for *Nursing Outlook* and for *Nurse Practitioner Forum*.

Hanson was the recipient of the Loretta Ford Award for Excellence in the Advancement of Nurse Practitioner Education in 1995 and is a Fellow in the American Academy of Nursing and the National Academies of Practice. She was a Primary Care Public Policy Fellow in 1994 and continues as a member of the PCFS Board.

Hanson continues to teach in the NP program at Georgia Southern University that she founded in 1981 and to mentor faculty and schools of nursing who offer nurse practitioner education. She practices clinically at the Family Health and Birth Center in Rincon, Georgia.

ARTHUR AARON LEVIN, M.P.H.

Arthur Aaron Levin, M.P.H., is Director of the Center for Medical Consumers in New York City. Mr. Levin’s special interests as a public advocate have focused on some of the following policy issues: the role of government in the oversight and surveillance of health care systems and professionals; the rights of consumers to make fully informed choices; the need for transparent systems of information transfer that empower patients.

Mr. Levin currently serves on the New York State Department of Health Work Group that has revamped the state’s hospital incident reporting system. He has served on the New York State Task Force on Clinical Guidelines and Technology Assessment and its successor State Task Force charged with developing performance measure for New York’s hospitals. He was a member of the National Academy of Science’s Institute of Medicine “Committee on the Quality of Health Care in America” whose first report, “To Err Is Human” was published at the end of 1999 and second report “Crossing the Quality Chasm” was published in February 2001. Mr. Levin is a current

member of the Institute of Medicine Committee on Enhancement of Federal Oversight, Improvement and Research Quality Programs. Mr. Levin also serves on several health-related committees of the New York State Bar Association.

He is a co-founder of the Committee for Quality Health Care, a coalition of hospital, nursing home and other health care advocates in New York State. For over a decade Mr. Levin, in coalition with other consumer organizations, has worked to improve the state's oversight of doctors and other health professionals. The Center has been a leader in the fight to establish a physician profiling system in the state that is consumer-friendly.

In February 2000, the Center for Medical Consumers began publishing on its web page (www.medicalconsumers.org) reports on hospital and doctor specific volume for surgical and diagnostic procedures. Based on information collected by the state, these reports are among the first of their kind anywhere in the country. By referring to the information provided, consumers can identify center of expertise and doctors with above average experience in performing a particular surgical procedure or diagnostic test.

Mr. Levin also co-chairs the FDA Consumer Consortium, which nominates consumer representatives for the agency's drug and device advisory committees and has been invited to FDA Advisory committee hearings as a guest expert. He has served on two consecutive New York State Task Forces focusing on quality concerns and performance reporting and has recently been involved in making state-collected hospital and physician volume information public in New York State.

Mr. Levin has a B.A. in philosophy from Reed College, Portland, Oregon and a Masters of Public Health degree in health administration and planning from Columbia University School of Public Health in New York City. He is an adjunct instructor at the

School of Public Health and has taught graduate courses at the New School.

VIRGILIO LICONA, MD

Dr. Licona began his health care career as director of a Migrant and Community Health Center in southeastern Colorado in 1973. He has dedicated himself to care for the underserved as an administrator, physician assistant, family physician, and teacher. He is a nationally recognized expert on migrant health; rural health delivery; personnel power issues in rural health; and Medicaid managed care.

He was appointed by Dr. Louis Sullivan to serve a three-year term on the National Advisory Council of the National Health Service Corps, and then by Dr. Donna Shalala to the National Advisory Committee on Rural Health. He is the immediate past president of the Colorado Academy of Family Physicians, and a member of the Commission on Legislation and Governmental Affairs of the American Academy of Family Physicians. He is the Associate Medical Director of Plan de Salud del Valle, in Ft. Lupton, Colorado, and served as Chief Medical Officer and Executive Vice President of Colorado Access, a safety net Medicaid MCO. He and Barbara, his wife of thirty-one years, live in Brighton, Colorado with their son Marco, and in close proximity to their daughter Tara, and granddaughter, Isabel Marie.

EDWARD S. SALSBERG, M.P.A.

Mr. Salsberg is the Executive Director of the Center for Health Workforce Studies at the School of Public Health at the University at Albany of the State University of New York (SUNY). Mr. Salsberg established the Center in 1996. The Center, which conducts dozens of health workforce studies each year, is a national leader in the field. It is one of four organizations nationally to receive a federal cooperative agreement to support state level health workforce data analysis.

Mr. Salsberg is a frequent speaker across the country on issues related to the health workforce, including on physicians, nurses, health workforce shortages, state policies and programs, data collection and analysis, and the long term care workforce. Mr. Salsberg has also authored and co-authored numerous reports and papers on the health workforce. Mr. Salsberg a member of the U.S. delegation to the International Physician Workforce Conference; a member of the steering committee of the National Academy for State Health Policy and a member of the American Hospital Association's Commission on Workforce for Hospitals and Health Systems. Mr. Salsberg is also a member of the faculty at the School of Public Health in Albany. From 1984 until 1996, Mr. Salsberg was a Bureau Director at the New York State Department of Health. Mr. Salsberg received his Masters in Public Administration from the New York University Wagner School.

JOHN T. SUPPLITT, M.P.H., M.B.A.

John Supplitt has been director of the Section for Small or Rural Hospitals of the American Hospital Association (AHA) since December 1993. He works with and on behalf of the AHA's 1650 small or rural hospital members to identify, develop, and advance their unique health care interests, issues, and perspectives. Mr. Supplitt manages the Section's member services, governance, and communications including its web site, quarterly newsletter, and technical advisories. He is the AHA's liaison for rural health care policy and member services to the American Academy of Family Physicians, Joint Commission on the Accreditation of Healthcare Organizations, National Rural Health Association, and state hospital associations. He has served on several national panels and advisory groups for development of national rural health policy, program development and demonstrations, and grant review and evaluation.

Mr. Supplitt is also director of the AHA Section for Metropolitan Hospitals and formerly, senior staff

specialist for the AHA's Section for Rehabilitation Hospitals and Programs. From 1986 to 1992, Mr. Supplitt was an administrator of skilled nursing facilities in California and Illinois offering specialized care in inpatient rehab, geriatric, and adult psychiatric services. He is a past-president of the California Chapter of the American College of Health Care Administrators. Mr. Supplitt also worked at AHA from 1981 to 1986 when he served as assistant director of finance and administration for AHA's Hospital Research and Educational Trust, and as the swing-bed project director.

Mr. Supplitt has edited technical advisories on rural hospital utilization, finances, services, critical access hospitals, and Universal Service funding. He has spoken and written on rural health policy, integrated delivery, community health development, hospital diversification, rehabilitation services, re-engineering, and post-acute care. He has presented profiles of emerging rural community care networks as well as perspectives on national rural health policy and the future of rural health care delivery to hospital CEOs and trustees across the country.

He has designed video teleconferences and edited viewer's guides on assessing community health (1994) and the community's perspective of community health assessment (1995) and designed a teleconference on strategically positioning your hospital for partnering (1995).

Mr. Supplitt has an MPA from New York University specializing in health planning and policy analysis and an MBA from Loyola University, Chicago. His B.S. is from Georgetown University, Washington, DC.