

# SAFE HEALTH CARE

*Collaborating on Best Practices*

P R E S E N T E D B Y

V I P C & S

---

VIRGINIANS IMPROVING PATIENT CARE & SAFETY



*With Keynote Speakers:*

LUCIAN L. LEAPE, MD  
*Institute of Medicine  
and Harvard School  
of Public Health*

SUZANNE F. DELBANCO, PhD  
*Executive Director  
The Leapfrog Group*

JAMES P. BAGIAN, MD, PE  
*Director  
Veterans Health Administration's  
National Center for Patient  
Safety (NCPS)*

JOHN J. NANCE, JD  
*ABC News Correspondent /  
Aviation Expert and founding  
board member of the  
National Patient Safety  
Foundation*



MAY 29, 2002 • RICHMOND MARRIOTT

# CONTINUING EDUCATION CREDITS

## MEDICINE

### *Accreditation*

This activity has been planned and implemented in accordance with the Essential Areas and Policies of the Accreditation Council for Continuing Medical Education (ACCME) by the School of Medicine, Virginia Commonwealth University (VCU), & Virginians Improving Patient Care and Safety, Inc. VCU is accredited by the ACCME to provide continuing medical education for physicians.

### *Service*

Physicians may claim up to 7 hours in Type 1 or Type 2 CME on the Virginia Board of Medicine Continued Competency and Assessment Form required for renewal of an active medical license.

### *Designation*

VCU designates this educational activity for a maximum of 7 credit hours in category 1 credit toward the AMA Physician's Recognition Award. Each physician should claim only those hours of credit that he/she actually spent in the educational activity.

Virginia Commonwealth University is an equal opportunity/affirmative action institution providing access to education and employment without regard to age, race, color, national origin, gender, religion, sexual orientation, veteran's status, political affiliation or disability. If special accommodations are needed, please contact Bette Bois at 804-353-2721 ext. 138.

## NURSING

Contact hours for nurses have been applied through the Virginia Nurses Association and 7.9 contact hours are pending.

## PHARMACY



The Virginia Council on Pharmaceutical Education is approved by the American Council on Pharmaceutical Education as a provider of continuing pharmacy education. You can achieve a total of 6.5 contact hours (0.65 CEU's) after attending this program and completing an evaluation. Certificates will be sent approximately 4 weeks after the program. Program Number: 155-999-02-023-L04

# ABOUT VIPC&S

Virginians Improving Patient Care and Safety (VIPC&S) is dedicated to the measurable improvement of patient safety in the delivery of health care. Through leadership, the support of the business community, and education, we are committed to making patient safety a core value and fundamental priority for all hospitals and ambulatory care centers, nursing homes, insurers and health-care professionals in the Commonwealth.

Virginians Improving Patient Care and Safety is a statewide not for profit organization created in response to the National Institute of Medicine's (IOM) report, *To Err is Human*. We concur with the basic message of the IOM report: we can and must do more to improve patient safety by encouraging learning from mistakes.

We believe that creating a forum for sharing knowledge about healthcare errors is essential for improving patient safety and assuring public trust. We support expanded safety reporting systems — including confidential or anonymous mechanisms — because these approaches have been proven effective in healthcare and other industries. We believe that the interest of the public can be best served by adopting the most effective evidence-based methods available to prevent avoidable patient injury due to medical errors.

## V I P C & S

VIRGINIANS IMPROVING PATIENT CARE & SAFETY

4205 Dover Road • Richmond, VA 23221 •  
804-353-2721 ext. 138 • fax: 804-355-6189



### *Flagship Contributor*

(CONTRIBUTIONS OF \$20,000 OR GREATER)

**Bon Secours Richmond Health System**

**Trigon Blue Cross Blue Shield**



# CONFERENCE OVERVIEW

On May 29, 2002 at the Richmond Marriott, VIPC&S will re-convene approximately 450 Virginia leaders from diverse disciplines who share an interest in advancing patient safety. These individuals will explore incentives and disincentives for safety improvement and accountability. They will examine the role of leadership in reducing patient injury caused by medical error. Our long-term goal is to promote an environment that moves beyond blaming individuals to a new model of accountability and performance.



## *VIPC&S Gold Sponsors*

(CONTRIBUTIONS OF \$5,000 OR GREATER)

**AstraZeneca**

**Doctors Insurance Reciprocal**

**GlaxoSmithKline**

**HCA Richmond**

**Medical Society of Virginia**

**Richmond Academy of Medicine**

**Sentara**

**Virginia Association of Health Plans**

**Virginia Health Information**

**Virginia Hospital and Healthcare Association**



# SAFE HEALTH CARE: *Collaborating on Best Practices*

7:00 — 7:45 AM

**Registration**

7:45 — 8:00 AM

**Welcome**

**Carl W. Armstrong, MD**

*President, VIPC&S*

*Senior Medical Advisor, Virginia Hospital & Healthcare Association & American Hospital Association*

8:00 — 8:30 AM

**Opening Remarks**

*The Commonwealth's Perspective*

**The Honorable Jerry W. Kilgore**

*Attorney General, Commonwealth of Virginia*

*Introduced by:*

**Thomas G. Snead**

*Chairman and CEO*

*Trigon Blue Cross Blue Shield*

8:30 — 9:15 AM

***Lessons From Above: The High Cost of Errors and Omissions***

**John J. Nance, JD**

*ABC News Correspondent / Aviation Analyst and*

*founding board member of the National Patient Safety Foundation*

*Introduced by:*

**Secretary Jane H. Woods**

*Secretary of Health and Human Resources*

*Commonwealth of Virginia*

**Objective:** At the conclusion of this presentation participants will be able to describe three or more key components of a culture of safety appropriate for high-risk environments. This session will present an overview of the challenges and opportunities facing the aviation industry after the events of September 11, 2001 and will draw comparisons in terms of patient expectations and systems enhancements. Mr. Nance will outline a framework for patient safety accountability and describe the key components of a 'culture of safety.'

9:15 - 10:00 AM

***Safe Health Care: Are we up to it?***

**Lucian L. Leape, MD**

*Harvard School of Public Health*

*Introduced by:*

**J. Shelton Horsley, III, MD**

**Objective:** At the end of this presentation participants will be able to describe how medical error reporting has been treated historically within the healthcare organization and to articulate the reasons why these approaches have failed to improve patient safety. Participants will also be able to identify the essential elements of an empowered reporting system that promotes openness, rewards reporting errors, and creates a system where patient safety remains paramount.

**10:00 - 10:25 AM** *Leape-led Panel Discussion with Virginia Health Care Leaders*

**Rudolph Freeman Jr., MD**  
*Vice President, Medical Affairs*  
*Riverside Regional Medical Center*

**Brenda Jo Simmons, Pharm D, MHA**  
*Director of Pharmacy Services*  
*Inova Fairfax Hospital*

**Shirley Tate-Gibson, RN**  
*Vice President, Nurse Executive*  
*Mary Washington Hospital*

**Senator John C. Watkins**  
*Board Member*  
*Chippenham Medical Center/Johnston-Willis Hospital*

**Objective:** Participants will increase their knowledge of successful practices, as the panelists — drawing upon their experiences in the health-care setting — respond to and question Dr. Leape about the solutions he offers. Panelists will explore how to build useful and reliable systems for error reporting while working in institutions that are fraught with legal challenges.

**10:25 – 10:50 AM** **Morning Networking Break**

**10:50 – 11:30 AM** *Patient Safety: Why Bother?*

**James P. Bagian, MD, PE**  
*Director, Veterans Health Administration's*  
*National Center for Patient Safety (NCPS)*

*Introduced by:*  
**Delegate John M. O'Bannon, MD**

**Objective:** Participants will be able to identify critical elements for reporting adverse and near adverse events without fear of punishment or disclosure. Through numerous case studies, participants will understand the value of close call reporting.

**11:30 – 12:00 PM** *Bagian-led Panel Discussion with Virginia Health Care Leaders*

**Gail B. Cameron, RN, MEd, CNAA, FACHE**  
*Vice President, Nursing*  
*Rappahannock General Hospital*

**Randolph L. Gordon, MD, MPH**  
*Senior Vice President and Chief Medical Officer*  
*Bon Secours Richmond Health System*

**W. Scott Johnson, Esquire**  
*Crews and Hancock, L.L.C.*

**Sue Perkins, RN, BSN, CPHQ**  
*Director of Risk Management*  
*Valley Health System*

**Janet A. Silvester, RPh, MBA**  
*Director of Pharmacy Services*  
*Martha Jefferson Hospital*

**Objective:** Drawing from personal experiences, panelists will offer various scenarios to Dr. Bagian which allow them to probe how his approach to creating a culture of safety can meet the various needs for reasonable and fair treatment of the provider, the facility, the patient, and state licensing boards.

**12:00 – 12:30 PM    *Boxed Lunch***

**12:45 – 1:30 PM    *View from the Lily Pad— The Leapfrog Initiative:  
How Private Industry is Reshaping Health Care***

**Suzanne F. Delbanco, PhD**

*Executive Director*

*The Leapfrog Group*

**Objective:** At the end of this presentation participants will be able to describe why The Leapfrog Group was created, who are its members, and what the Leapfrog Group is doing nationwide as it mobilizes large purchasers. Participants will be able to identify the rewards used by The Leapfrog Group as incentives to healthcare organizations to initiate and make improvements in the safety of health care.

**1:30 - 2:30 PM    *Virginia Success Stories: Session 1***

*Both Sessions Moderated by:*

**Wally R. Smith, MD**

*Associate Professor and Chair of The Division Of Quality Health Care*

*Department of Internal Medicine*

*Virginia Commonwealth University*

*Introduced by:*

**Richard M. Hamrick III, MD, MBA**

*Vice President, VIPC&S*

*Secretary-Treasurer, Medical Society of Virginia*

*Immediate Past Chairman, Richmond Academy of Medicine*

**Objective:** Virginia health care providers from diverse disciplines and organizations will share and present new information on patient safety programs. The session will touch upon the latest research findings, program successes, lessons learned and problems solved. Conference participants will be provided information which allows them to replicate these programs in their environments and a resource list from which they can cull names of individuals or organizations available to consult with them.

***Three years of Multi-disciplinary Research in Perioperative Patient Safety:  
What Have We Learned?***

**J. Forrest Calland, MD**

*Department of Surgery*

*University of Virginia Health Systems*

**Stephanie A. Guerlain, PhD**

*Department of Systems and Information Engineering*

*University of Virginia School of Engineering and Applied Sciences*

***CPOE: Lesson Learned from 20 Years of Experience***

**Craig F. Kirkwood, PharmD**  
*Department of Pharmacy Services*  
*Virginia Commonwealth University Health System*

**2:30 - 2:45 PM**      **Afternoon Break**

**2:45-3:45 PM**      **Virginia Success Stories: Session 2**  
***Using Information Technology to Improve Patient Care and Safety***

**James F. Holman, MD**  
*Senior Vice President of Medical Affairs*  
*Carilion Health System*

***Creating a Safer Hospital, A Case Study***

**Chalmers M. Nunn, Jr., MD**  
*Senior Vice President and Chief Medical Officer*  
*Centra Health*

***Medication Safety Champion Program***

**Joe Ciekowski, MS, RPh**  
*Pharmacy Director*  
*Danville Regional Medical Center*

**Barbara H. Wilkins, RN, BSN, CPHQ**  
*Performance Improvement Coordinator*  
*Danville Regional Medical Center*

***Improving Medication Safety Using an Integrated Approach***

**Mark A. Szalwinski, RPh, MHA**  
*Vice President, Support Services*  
*Sentara Southside Hospitals*

**3:45 - 4:30 PM**      ***What Have We Learned? Where Are We Going?***

**John Nance and Virginia Success Story Presenters**

John Nance and our Virginia speakers will co-facilitate a large group wrap-up discussion. In the audience will be 5 roving leaders to identify persons who want to speak. Ideas will be presented on a large screen for all participants to see.

**Objective:** To review the knowledge and skills learned during the course of the day, to discern their value and portability to the work environment, and to identify areas where additional information is needed.

**4:30 - 5:30 PM**      **Door Prizes/ Networking Reception**

## LUCIAN L. LEAPE, M.D.

Lucian L. Leape is a health policy analyst whose research has focused on error prevention and appropriateness of care. He is Adjunct Professor of Health Policy at the Harvard School of Public Health. Prior to joining the faculty at Harvard, he was Professor of Surgery at Tufts University School of Medicine and Chief of Pediatric Surgery New England Medical Center. He has been a leading advocate of the nonpunitive systems approach to the prevention of medical error and has led several studies of adverse drug events and their underlying systems failures. In addition, he had directed research into overuse and underuse of cardiovascular procedures.

Dr. Leape was a founding Director of the National Patient Safety Foundation, the Massachusetts Coalition for the Prevention of Medical Error, and the Harvard Kennedy School Executive Session. He led the Institute for Healthcare Improvement's first Breakthrough Collaborative on Prevention of Adverse Drug Events. He was a member of the Institute of Medicine Quality of Care in America Committee, which recently released its seminal reports, "To Err is Human" (1999) and "Crossing the Quality Chasm" (2001). Recent awards include: the Distinguished Service Award of the American Pediatric Surgical Association (1997), the Robert Wood Johnson Investigator Award (1998), the Donabedian Award from the Medical Care Section of the American Public Health Association (1999), and honorary fellowship in the Royal College of Physicians and Surgeons of Canada (2001). Dr. Leape is a graduate of Cornell University and Harvard Medical School and trained in surgery at the Massachusetts General Hospital and at the Boston Children's Hospital.

## JAMES P. BAGIAN, M.D., P.E.



James P. Bagian was chosen as the first Director of the VA National Center for Patient Safety (NCPS) in 1998. As NCPS Director, he is responsible for overseeing the entire operation of the Center, a comprehensive program designed to assist in preventing medical errors. NCPS uses a systems approach to error measurement, and development and implementation of techniques designed to reduce avoidable injuries and deaths throughout VA's 163 medical centers. With its systems focus and emphasis on "prevention not punishment," the program is working to improve patient safety, prevent health care errors and nurture a culture of safety throughout the VA healthcare system.

From 1980-1995 Dr. Bagian served as a NASA astronaut. He took part in both the planning and provision of emergency medical and rescue support for the first six Space Shuttle flights. He also served as the Astronaut Office Coordinator for Space Shuttle payload software and crew equipment, as well as supporting the development of a variety of payloads and participating in the verification of Space Shuttle flight software. In 1986, Dr. Bagian served as an investigator for the Space Shuttle Challenger accident. He was the Astronaut On-Scene Adviser for the salvage operations of the Space Shuttle Challenger crew module and was also the individual who dove and made the positive identification of the Challenger crew module debris on the ocean floor. He has also been responsible for the development program and implementation of the pressure suit used for crew escape and various other crew survival equipment used on Shuttle missions, and was in charge of Shuttle search and rescue planning and implementation for NASA. A veteran of two space flights (STS-29 in 1989 and STS-40 in 1991), Dr. Bagian has logged over 337 hours in space.

Dr. Bagian also served with the Environmental Protection Agency (EPA) from 1995-1998 as Deputy Director, Regional and State Programs Division, Office of Mobile Sources. From 1994-1995 he worked as an occupational medicine physician with the Beaumont Hospital (Michigan) Employee Health Service.

Dr. Bagian is currently an Adjunct Assistant Professor of Military and Emergency Medicine at the Uniformed Services University of Health Sciences at F. Edward Hebert School of Medicine and also a Clinical Assistant Professor of Preventive Medicine and Community Health at the University of Texas Medical Branch. In addition, he is a Colonel in the U.S. Air Force Reserve where he is a pararescue flight surgeon with the 920th Air Rescue Group. Dr. Bagian has been active in the mountain rescue community and has served as a member of the Denali Medical Research Project on Mt. McKinley. He is an Air Force-qualified freefall parachutist, holds a private pilot's license and has logged over 1,500 hours flying time in propeller and jet aircraft, helicopters, and gliders. He received a Bachelor of Science Degree in Mechanical Engineering and a Doctorate in Letters from Drexel University, and a Doctorate in Medicine from Thomas Jefferson University.

Special honors for Dr. Bagian include the U.S. Army ROTC Superior Cadet Award (1970); graduated first in class from Drexel University (1973); Orthopedics Prize from Jefferson University (1977); Honor Graduate (first in class) from USAF Flight Surgeons School (1979); Federation Aeronautique Internationale (FAI) Komarov Diploma (1989); Sikorsky Helicopter Rescue Award (1990); NASA Achievement Award for developing treatment of space motion sickness (1991); NASA Space Flight Award (1989 and 1991); NASA Exceptional Service Medal (1992); Society of NASA Flight Surgeons W. Randolph Lovelace Award for "significant contribution to the practice and advancement of aerospace medicine" (1992); American Astronautical Society's Melbourne W. Boynton Award for "outstanding contributions to the biomedical aspects of space flight" (1992); election to the National Academy of Engineering "for integration of engineering and medical knowledge in applications to aerospace systems, environmental technology, and patient safety" (2000); American Medical Association's Dr. Nathan S. Davis Award for outstanding public service in the advancement of public health (2001); and the Association of American Medical Colleges' first annual Innovations Award (2001).

## SUZANNE F. DELBANCO, P.H.D.



Suzanne F. Delbanco is the first Executive Director of The Leapfrog Group. The Leapfrog Group was founded by several of the largest private-sector purchasers and purchasing coalitions. The U.S. Office of Personnel Management and the Health Care Financing Administration also participate. The Group is sponsored by The Business Roundtable. The Group's goal is to mobilize employer purchasing power to initiate breakthrough improvements in the safety and the overall value of healthcare for American consumers.

Dr. Delbanco was previously a senior manager at the Pacific Business Group on Health where she worked on the Quality Team. Prior to joining PBGH, Dr. Delbanco worked on reproductive health policy and the changing healthcare marketplace initiative at the Henry J. Kaiser Family Foundation. She has also consulted on healthcare insurance coverage in the temporary employment industry, the first statewide survey in California of Medi-Cal beneficiaries, and worked as a community liaison for Kaiser Permanente, during the establishment of one of California's first County Organized Health Systems. Dr. Delbanco holds a PHD in Public Policy from the Goldman School of Public Policy and a MPH from the School of Public Health at the University of California, Berkeley.

## JOHN J. NANCE, J.D.



John J. Nance, a native of Texas who grew up in Dallas, holds a Bachelor's Degree from SMU and a Juris Doctor from SMU School of Law, and is a licensed attorney. A decorated Air Force pilot veteran of Vietnam and Operations Desert Storm/Desert Shield, he is also a Lieutenant Colonel in the USAF Reserve, well known for his involvement in Air Force human factors flight safety education. John has piloted many jet air-craft, including Boeing 727's, 737's, 747's, and Air Force C-141's and has logged over 13,000 hours of flight time in his commercial airline and Air Force careers. John flies his own aircraft and also continues to serve as a Boeing 737

Captain for a major airline.

John J. Nance is an internationally recognized air safety analyst and advocate, best known to North American television audiences as Aviation Analyst for the ABC Television Network and as the Aviation Editor for Good Morning America. John has also had multiple appearances on Larry King Live, PBS News Hour with Jim Lehrer, Oprah, NPR, NOVA, the Today Show, and many others. John's editorials have been published in newspapers nationwide, including the *Los Angeles Times* and *USA Today*. He is listed in *Who's Who in America*, *Who's Who in American Law*, *Who's Who in the World* and *Who's Who Among Emerging Leaders in America*.

John is the nationally-known author of twelve major books, four non-fiction: *Splash of Colors*, *Blind Trust*, *On Shaky Ground*, and *What Goes Up*, (all published by William Morrow), and eight fiction bestsellers: *Final Approach* (Crown Publishing, 1990) NTSB investigator Joe Wallingford faces his own personal crises as he works through conflicts and coverups to arrive at the true cause of an airline disaster; *Scorpion Strike* (Crown Publishing, 1992) a military techno-thriller set after the Gulf War; *Phoenix Rising* (Crown Publishing, 1994) a gripping novel set against the backdrop of today's changing airline industry; *Pandora's Clock* (Doubleday, 1995; paperback, St. Martin's Press, 1996) a New York Times Bestseller about a race against time with a doomsday virus threatening the world; *Medusa's Child* (Doubleday, 1997; paperback, St. Martin's Press, 1997) an edge-of-your-seat thriller with five people aboard a cargo jet working desperately against an exotic nuclear weapon which could destroy all the computers in North America; *The Last Hostage* (Doubleday, 1998) a child's murder, a father's rage, and a skyjacked 737 are the challenges facing rookie FBI negotiator, Kat Bronsky, who has 24 hours to bring a killer to justice and save over 130 lives — including her own!; *Blackout* (Putnam, 2000) FBI Special Agent Kat Bronsky is back and fighting for her life and the lives of seven survivors of a terrorist-caused accident. A sexy thriller with heart stopping action; *Headwind* (Putnam, 2001) The real-life Pinochet extradition case inspires this international legal thriller peppered with razor-edge escape scenarios and death-defying aviation theatrics. *Pandora's Clock* and *Medusa's Child* both aired as major, successful two part mini-series on television.

John J. Nance is a well-known international advocate of crew resource management and expanded human performance training and is a dynamic professional speaker/consultant, presenting pivotal programs on Teamwork, Risk Management, Motivation, Coping with Competition, and other topics. He speaks to a wide variety of audiences, including medical and pharmaceutical professionals, CEO's of major business-oriented corporations, and environmental, aviation, and travel-oriented groups. With his entertaining, highly motivational, yet informative style, he is in demand to give keynote speeches at conventions and symposiums worldwide.

John is a board member of the National Patient Safety Foundation at the American Medical Association. He lives in Tacoma, Washington.

## VIRGINIA SPEAKERS

### CARL W. ARMSTRONG, M.D.

Carl W. Armstrong serves as a shared physician executive between the American Hospital Association and the Virginia Hospital & Healthcare Association, where he serves as vice president and senior medical advisor. In that role he provides leadership for clinical quality improvement, including end-of-life care, patient safety, medical decision-making, patient perceptions, and appropriateness of care. He came to this position with experience in population-based assessment, policy development, and public health leadership.

A graduate of the federal Centers for Disease Control and Prevention's Epidemic Intelligence Service training program, Armstrong went on to serve in various public health positions with the Virginia Department of Health. Recently, he served as acting Deputy State Health Commissioner, where he oversaw the Department's various public health programs, including the Center for Quality Health Care Services and Consumer Protection.

Armstrong received his clinical training in internal medicine at Tufts New England Medical Center Hospital in Boston, and did a fellowship in infectious diseases at the Virginia Commonwealth University's Medical College of Virginia (VCU-MCV) in Richmond. He has authored or co-authored over 30 publications in peer-reviewed medical journals. He is board certified in internal medicine, infectious diseases, and preventive medicine, and is a Fellow of the American College of Physicians.

Dr. Armstrong is the founding and current President of Virginians Improving Patient Care and Safety.

### DELEGATE ROBERT H. BRINK (48TH DISTRICT)

After graduating from college and serving two years in the Army, Bob Brink moved from the Midwest to Arlington in 1972. Three years later, he and Debby relocated to Williamsburg for three years at the College of William and Mary's law school.

The Brinks have lived in three Arlington neighborhoods over the past 23 years. Their first home was in Arlington Forest. In 1983 they moved to Waverly Hills, near Glebe School, which David and Eliza attended from kindergarten through sixth grade. For the past ten years, they have lived on Marcey Road, near the entrance to Potomac Overlook Regional Park.

Professionally, Bob worked for 15 years as counsel to two Congressional committees. In 1993, President Clinton appointed him as Deputy Assistant Attorney General for Legislative Affairs at the U.S. Department of Justice, where he served until early 1997.

Bob has been an Arlington civic activist for 20 years. He spearheaded successful School Bond campaigns in 1988 and 1996, and has served on the Arlington County Board's Fiscal Affairs and Transportation advisory panels.

Currently he is a member of the Arlington Commission on Aging, Friends of George Mason University-Arlington Campus, and the board of the Warren Stambaugh Foundation.

### J. FORREST CALLAND, M.D.

Dr. J. Forrest Calland completed his undergraduate degree and pre-medical requirements at Harvard University in 1993, and his medical degree at the Mount Sinai School of Medicine in 1997. He began a residency in general surgery at the University of Virginia in 1997, and completed two years of clinical training before co-founding the Surgical Technology and Safety Laboratory

in 1999. Currently a full-time research fellow, Dr. Calland's research focuses on topics related to standardization, outcomes research, and human performance in the perioperative environment. Dr. Reid B. Adams, M.D. is his primary mentor, and co-founder of the Surgical Technology and Safety Laboratory.

Dr. Calland has won several awards related to his academic pursuits, both as a student and as an educator, and is a member of the Alpha Omega Alpha Honor Society. Most recently, his team won "best paper" in the Medical Systems Technical Group of the Human Factors and Ergonomics Society, and first place in UVA's Darden Business Concept Competition. Dr. Calland has contributed to two successful grant applications to the National Patient Safety Foundation for video-based patient safety research in the operating room. He is the author of several peer-reviewed articles and book chapters in the scientific literature, and speaks regularly at national meetings on topics related to patient safety. Dr. Calland lives in Charlottesville with his wife, Evangeline, and their two young children, William and Julia, where they attend Friends Meeting of Charlottesville.

#### GAIL B. CAMERON, R.N., M.ED., C.N.A.A., F.A.C.H.E.

Gail Cameron is Vice President of Nursing at Rappahannock General Hospital in Kilmarnock, Virginia, and Past President of the Virginia Organization of Nurse Executives. She also serves as Clinical Risk Manager for her facility, and has a special interest in patient safety issues. She recently attained Fellow status in the American College of Healthcare Executives through her thesis entitled: *The Evolution and Ethics of Medical Error Reporting*

#### JOE CIEZKOWSKI, M.S., R.PH.

Joe Ciezkowski received his Masters of Science in clinical pharmacy from the University of Florida. He has served as a clinical pharmacist and adjunct faculty at UF, then as a director of pharmacy in a long-term care facility and in hospital pharmacies for more than 28 years. He was the Regional Coordinator of Operations for Hospital Pharmacies, Inc., supervising operations in ten hospitals in three states. He served various positions in local and state pharmacy organizations, including a stint as President of the Florida Society of Hospital Pharmacists.

He has served as Director of Pharmacy at Danville Regional Medical Center since 1991. DRMC is a leader in providing innovative clinical pharmacy and medication distribution systems, including robotic dispensing and bedside bar code medication administration.

#### RUDOLPH FREEMAN, JR., M.D.

Dr. Rudolph Freeman has been Vice President of Medical Affairs for Riverside Regional Medical Center since March of 1998. Dr. Freeman has been a member of the Active Staff of Riverside Regional Medical Center since 1984. He has served in a number of leadership roles at the Medical Center including Medical Director of Adult Psychiatric Inpatient Program between 1991-1998. He was Chairman of the Department from 1993 until 1996. He was elected as an officer of the medical staff in 1995 and subsequently was President of the Medical Staff in 1997.

Dr. Freeman's current responsibilities include Medical Staff Affairs, Credentialing, Performance Improvement, JCAHO Readiness, Risk Management, Care Management and Pharmacy. He served as Acting Administrator/Medical Director for Psychiatric Services at Riverside Regional Medical Center from February through June 2000.

A native of Portsmouth, Virginia, Dr. Freeman received his Bachelor of Arts Degree in 1973 from Hampton Institute. He was elected to Who's Who in American Colleges and Universities. He received his Doctor of Medicine Degree in 1977 from the Medical College of Virginia and completed his Internship, Residency and Fellowship Training in Geriatric Psychiatry from the University of Pittsburgh from 1977 to 1981. While at the University of Pittsburgh, he was Chief Resident and Departmental Nominee for the Falk Fellowship by the American Psychiatric Association. He is Board Certified in Psychiatry with Added Qualifications in Geriatric Psychiatry.

Following his education and training, he served as a Commissioned Officer at the rank of Lieutenant Commander in the U.S. Public Health Service from 1981 to 1984. During his tenure with the Public Health Service, he served as Medical Director of Middle Peninsula/Northern Neck Community Services Board. Dr. Freeman was in private practice from 1984 until his employment with Riverside Physician Associates in 1996. He served as Medical Director of Riverside Psychiatric Associates from 1996 until 1998. He remains a member of the RPA Board of Directors.

Dr. Freeman has been involved in the community with People to People, Framework for the Future, 100 Black Men and Menchville High School Band Boosters. Dr. Freeman is married to the former Cheryl V. Harrison of Suffolk, Virginia. They have been married for 26 years and have three (3) sons, Christopher, Gregory and Aaron.

#### RANDOLPH L. GORDON, M.D., M.P.H.

Dr. Randolph Gordon has dedicated his career to improving the health of the communities which he serves by promoting prevention and population based medicine. He has more than 13 years experience in both public and private health administration. In his present position he oversees clinical quality improvement, strategic planning, business development and physician relations. Before joining the Bon Secours team he was Commissioner of Health for the Commonwealth of Virginia. In that position he promoted public-private partnerships, helped create an integrated health information system and sought to improve the quality of health care by protecting consumers while encouraging market innovations.

Dr. Gordon is boarded in both family medicine and preventive medicine and still practices clinical medicine. He received his MD from the Medical College of Virginia and his MPH from John Hopkins University. He holds appointments at the University of Virginia in the Department of Health Evaluation Sciences and at Virginia Commonwealth University/Medical College of Virginia in the Department of Family Medicine.

#### STEPHANIE A. GUERLAIN, PH.D.

Stephanie Guerlain received a B.S. in Engineering Psychology from Tufts University in 1990 and the M.S. and Ph.D. degrees in Cognitive Systems Engineering from The Ohio State University in 1993 and 1995. Dr. Guerlain was Principal Research Scientist at Honeywell Technology Center from 1995 to 1999 and is now an Assistant Professor of Human Factors in the Department of Systems and Information Engineering at the University of Virginia. Her research is in the area of human-computer interaction, decision support systems, computer-based training and human factors, focused in the medical, bioinformatics, and military domains.

Stephanie and her colleagues have received several "best paper" awards, including the Medical Systems and Rehabilitation Technical Group at the Human Factors and Ergonomics Society. Since joining UVA in 1999, Dr. Guerlain has won several grants, including an NSF CAREER award and two National Patient Safety Foundation awards to study patient safety issues. Dr. Guerlain is a member of the University of Virginia Surgical Technology and Safety Lab, the University of Virginia Biotechnology Training Program and serves as an officer and technical reviewer for both the Human Factors and Ergonomics Society and the IEEE Systems, Man and Cybernetics Society.

### RICHARD M. HAMRICK III, M.D., M.B.A.

Dr. Richard M. Hamrick, III, practices with Pulmonary Associates of Richmond, Inc., a 21 physician practice specializing in Pulmonary and Critical Care Medicine. He serves as Chief of the Medical Staff of Henrico Doctor's Hospital, as well as medical director of Respiratory Therapy. He attended medical school at the Medical College of Virginia, completed an internship at Bowman Gray School of Medicine, completed his residency at West Virginia University Medical Center and a Pulmonary fellowship at Georgetown University Medical Center. In 1999, Dr. Hamrick received his MBA from Virginia Commonwealth University's School of Business.

Dr. Hamrick is a founding member of VIPC&S and currently serves as its Vice-President. He is the immediate past chairman of the Richmond Academy of Medicine and the current Secretary/Treasurer of the Medical Society of Virginia.

### JAMES F. HOLMAN, M.D.

Dr. James Holman is Senior Vice President of Medical Affairs and a practicing reproductive endocrinologist with Carilion Health System in Roanoke, VA. He attended medical school at the University of Arkansas, completed his residency in obstetrics and gynecology at Emory University and a fellowship in reproductive endocrinology at Duke University.

With management studies from the Harvard School of Public Health and the American College of Physician Executives, he has been a physician administrator at Carilion for the past nine years. His current interests and responsibility are quality and patient safety.

### J. SHELTON HORSLEY III, M.D.

Since 1996, Dr. J. Shelton Horsley has served as a Professor Emeritus of the Department of Surgery of Virginia Commonwealth University, Medical College of Virginia Health Systems. Prior to his retirement, Dr. Horsley practiced surgical oncology at VCU/MCV for twenty years serving as a professor of surgery, clinical director of MCV/VCU Cancer Center and Director of the Oncology Clinic at MCV. Dr. Horsley served as American Cancer Society Professor of Clinical Oncology at MCV from 1992-1996.

Dr. Horsley received his medical degree in 1953 from the University of Virginia, and completed his internship and residency at Peter Bent Brigham Hospital and Harvard Medical School in Boston. He has held appointments with the National Cancer Institute and Columbia University in New York City, University of Virginia School of Medicine, and Salem (Virginia) VA Hospital.

### W. SCOTT JOHNSON, ESQUIRE

Scott Johnson is a principal lawyer at Crews and Hancock, P.L.C.. His practice primarily involves Governmental Affairs at the Virginia General Assembly and medical malpractice defense of health care providers. Scott leads Crews and Hancock's Governmental Affairs Team and routinely appears before the Virginia General Assembly to testify on a broad range of issues affecting businesses, hospitals, physicians, pharmacies, and professional associations.

His track record of drafting and introducing legislation and advocating, amending, or opposing legislation has proven indispensable to clients in Virginia and beyond. He recently played an instrumental role in the passing of 2002 Virginia patient safety legislation (SB 316). Scott frequently lectures on recent legislative actions, case law developments, and risk management strategies to avoid civil litigation.

### JERRY KILGORE, ESQUIRE

Jerry Kilgore was elected Virginia's 42nd Attorney General on November 6, 2001, receiving more than 60% of the vote.

As the chief executive officer of the Commonwealth's Department of Law, he represents the interests of the State in all civil cases to which the Commonwealth or any of its agencies is a party, and in criminal appeals before the Virginia Supreme Court and the Court of Appeals of Virginia. In cases involving federal law, he represents the State's interests before federal courts.

The Attorney General also is the legal advisor to the Governor, the General Assembly, and more than 240 State agencies, boards, commissions, and institutions. He renders official opinions on the application of the law upon the written request of the Governor, members of the General Assembly, members of the judiciary, State officers and officials, and local constitutional officers.

Prior to his election as Attorney General, Kilgore served in the Cabinet of former Governor George Allen. Governor Allen appointed Kilgore as Secretary of Public Safety in January 1994. As Secretary, Kilgore managed 11 State agencies, including the Virginia State Police, the Department of Corrections, the Department of Juvenile Justice, more than 17,000 employees and a one billion-dollar budget.

Kilgore led the nationally recognized criminal justice reform efforts for Governor Allen. He successfully implemented the abolition of parole and was Vice Chairman of the Commission on Juvenile Justice Reform, which overhauled the juvenile justice system. In fact, violent crime decreased 12% during his tenure as Secretary and Virginia's correctional system was recognized as a model for the nation. Kilgore also played an active role in Virginia's welfare reform, which requires able-bodied welfare recipients to work for their benefits.

Prior to serving in Governor Allen's Cabinet, Kilgore was both a State and Federal prosecutor. During the end of the Reagan Administration and through the Bush Administration, he served as an Assistant U.S. Attorney for the Western District of Virginia. While an Assistant U.S. Attorney, Kilgore concentrated on prosecutions brought from five regional drug task forces. Kilgore developed a reputation as an effective courtroom prosecutor, successfully prosecuting hundreds of drug dealers. As an Assistant Commonwealth's Attorney for Scott County, Kilgore prosecuted a variety of criminal cases.

Kilgore received his law degree from the Marshall-Wythe School of Law at the College of William & Mary in 1986 and is a graduate of University of Virginia's College at Wise (formerly Clinch Valley College of the University of Virginia).

Kilgore is married to a former public school teacher, Marty Kilgore. She served as Deputy Secretary of the Commonwealth under Governor Gilmore, and is currently Executive Director of the Tobacco Settlement Foundation. They have two children Klarke, age eight, and Kelsey, age five.

### CRAIG F. KIRKWOOD, PHARM.D.

Craig Kirkwood, Pharm.D., is presently the Manager for Pharmacotherapy Services, Department of Pharmacy Services, VCU Health System, Associate Professor, Department of Pharmacy, School of Pharmacy, Virginia Commonwealth University. From 1984 to 1991, he was the Director, Drug Information Services, Department of Pharmacy Services, Medical College of Virginia Hospitals, and Assistant Professor, Department of Pharmacy & Pharmaceutics, School of Pharmacy, VCU.

Craig received his B.S. in Pharmacy and Doctor of Pharmacy degrees from the State University of New York at Buffalo, School of Pharmacy, Amherst, NY, in 1980 and 1983, respectively. He com-

pleted a Hospital Pharmacy Residency at Buffalo General Hospital in 1981, and a Specialty Residency in Drug Information Practice, North Carolina Memorial Hospital / University of North Carolina in 1984.

Dr. Kirkwood's post-graduate awards and honors include being selected as a preceptor for an ASHP Research and Education Foundation, Drug Information Fellowship in 1990, serving as a consultant to the United States Senate's Special Committee on Aging in 1990, and serving on the Selections Committee for the ASHP Research and Education Foundation, Drug Information Fellowship.

Craig has been involved in more than 27 projects, primarily focused on the provision of drug information; influencing prescribing behavior; adverse drug event systems; drug use decision-making, selection of information resources; pharmacokinetics, drug-lab interactions and cost-effectiveness. He has 35 publications, including critical reviews, primary research reports, and letters; 28 abstracts, published from invited platform presentations, peer-reviewed platform presentations and peer-reviewed poster presentations; 29 platform presentations; 7 poster presentations without abstracts; and 7 major sessions as invited workshop\roundtable leader.

#### **CHALMERS M. NUNN, JR., M.D., M.M.M., C.P.E., F.A.C.P.E.**

Dr. Chalmers Nunn is a native of Virginia, attended Duke University and spent 9 years at Duke University Medical Center where he attended medical school and completed an internal medicine residency training program and gastroenterology fellowship. He is a board-certified internist and gastroenterologist. He also is a certified physician executive with a masters in medical management from Carnegie Mellon University.

Dr. Nunn practiced internal medicine and gastroenterology in a large multispecialty clinic in Rocky Mount, NC from 1985 to 1993. He served in a leadership position and helped grow the practice from 12 to 45 physicians. From 1994 to 1999 Dr. Nunn was Senior Vice President and Chief Medical Officer at Nash Health Care Systems in Rocky Mount, NC. His responsibilities centered on improving clinical effectiveness via guidelines, critical pathways, physician profiling, outcomes measurement and continuous quality improvement. Dr. Nunn was part of senior management and was involved in operations, planning, medical staff relationships, and integration efforts. Dr. Nunn had direct line responsibility over education, case management, quality improvement, medical records, pharmacy, and information systems. He has been involved in the development of an electronic medical record at Nash.

Since September of 1999 Dr. Nunn has been Senior Vice President and Chief Medical Officer of Centra Health in Lynchburg, Virginia. His primary responsibilities are for quality improvement and clinical effectiveness for the system as well as medical staff development and management. Dr. Nunn has direct responsibility for health information, pharmacy, risk management, medical staff office, decision support, social work and care coordination, the Lynchburg Family Residency program, and quality support services. He serves on the board of directors for the Lynchburg Chamber of Commerce, VHA Central Atlantic and the American College of Physician Executives.

Dr. Nunn has been heavily involved in his community as he is past chairman of the local school board and coaches youth sports.

#### **DELEGATE JOHN M. O'BANNON, III, M.D. (73RD DISTRICT)**

Dr. John O'Bannon is a lifelong Virginian who has dedicated himself to caring for others.

John is currently one of the leading physicians in Virginia. He currently is a partner in Neurological Associates, a leading Richmond medical practice. He served as Chief of Staff of Henrico Doctors'

Hospital and is currently on the Hospital's Board of Trustees and its Ethics Committee. His peers have named him one of the "Outstanding Physicians of the Year" in Richmond Magazine's annual poll.

John is a national leader in improving the medical profession. He is a leader in the American Medical Association where he serves as a member of the Council for Ethical and Judicial Affairs. Here in Virginia, John is a past Chairman of the Board of the Richmond Academy of Medicine. He has also been a past Chairman of the Medical Society of Virginia's Legislative Committee where he helped pass the Virginia Patients Bill of Rights.

John is a leader in our community. John is a member of the West Richmond Rotary Club and serves on the Board of the Central Virginia Chapter of the National Multiple Sclerosis Society. He is a member of the Henrico County Republican Committee and has been active in numerous federal, state and local campaigns including the Gubernatorial campaigns of George Allen and Jim Gilmore as well as the Congressional campaigns of Tom Bliley. Governor Gilmore recognized John's leadership by appointing him Vice-Chairman of the Board of Directors of the Virginia Tobacco Settlement Foundation. He and his wife attend River Road Baptist Church.

#### **SUSAN PERKINS, R.N., B.S.N., C.P.H.Q.**

Sue Perkins is the Corporate Director of Risk Management Services at Valley Health System in Winchester, Virginia. She has over 26 years of diversified clinical, educational, and administrative experience in the health care environment; over 18 years in positions of Risk Management and/or Performance Improvement. She currently oversees the Risk Management Programs at Valley Health System which includes two acute care hospitals in Virginia and confers with a VHS managed hospital in West Virginia. Additionally, VHS comprises an ambulatory surgery center, urgent care facility, home health, durable medical equipment stores and services; an ambulance service; wellness services; and innovative community service partnerships.

Ms. Perkins has been actively involved in the Virginia Chapter of the American Society for Healthcare Risk Management as a former board member and present Program Committee and Bylaws Committee member. In the past, she has served as a Senior Lecturer in Health Administration in the School of Allied Health Professionals, Virginia Commonwealth University, and currently donates her time to Shenandoah University School of Nursing as a lecturer on the subject of Risk Management. She is a graduate of The University of Virginia, Charlottesville and Shenandoah University, Winchester.

#### **JANET A. SILVESTER, R.PH., M.B.A.**

Janet Silvester graduated from the Medical College of Virginia, now VCU, school of pharmacy in 1979. She obtained her MBA from James Madison University in 1994 and is currently enrolled in an external PharmD program through Creighton University in Nebraska. Janet has spent 22 years in hospital practice and has been the Director of Pharmacy at Martha Jefferson Hospital in Charlottesville, VA for 15 years. During that time clinical programs have been developed and implemented including ambulatory services provided in primary care physician offices. Janet has integrated bar-code technology into the medication use process with the installation of a robot for cart fill. Later this year a wireless, point-of-care scanner for bar-code medication administration will be implemented as well as a new pharmacy information system and physician order entry.

Janet was awarded Health System Pharmacist of the Year by the Virginia Society of Health System Pharmacists (VSHP) in 1998 and has served on the VSHP Board of Directors for more than 15 years. Janet also serves on the Board of the Virginia Institute for Pharmaceutical Care and Chairs the Legal and Public Affairs Council for the American Society of Health System Pharmacists.

**BRENDA JO SIMMONS, PHARM.D., M.H.A.**

Brenda Jo Simmons is a native of Miami, Florida and has served the pharmacy profession in community, hospital/health system, infusion therapy, and nursing home settings during her 29 year career. She received her Bachelor of Science in Pharmacy from the University of Florida, her Doctor of Pharmacy from Nova-Southeastern University of the Health Sciences, and her Master of Health Administration from Tulane University, School of Public Health & Tropical Medicine.

Dr. Simmons has served as Director of Pharmacy for Inova Fairfax Hospital & Inova Fairfax Hospital for Children since September of 2001. Prior to Inova, she was Pharmacy Director at Tulane University Hospital & Clinic in New Orleans, Louisiana. Additionally, she has been in pharmacy leadership roles within Mount Sinai Medical Center & Miami Heart Institute (both in Miami Beach, FL), Sacred Heart Health System (Pensacola, FL), and Shore Health System (Easton, MD).

Brenda Jo has served in many capacities within local & national pharmacy societies and has given presentations on varied topics ranging from clinical efficacy & therapeutics to human resource management. She currently resides in Manassas, VA with her husband and seventeen year old daughter. Her e-mail address is [brenda.simmons@inova.com](mailto:brenda.simmons@inova.com).

**WALLY R. SMITH, M.D.**

Wally Smith is an Associate Professor at Virginia Commonwealth University and Chair of the first division in the nation in an academic Department of Internal Medicine focused primarily on researching health care quality. Dr. Smith was an inaugural Robert Wood Johnson Generalist Physician Faculty Scholar. He is on the editorial boards of the journals Medical Decision Making and Clinical Performance and Quality Health Care.

He has served on study sections for the Agency for Health Care Policy and Research, National Library of Medicine, and Health Resources and Services Administration. He is President of the Southern Society of General Internal Medicine (SGIM), and Abstract Selection Co-Chair for the 20th National SGIM meeting.

**THOMAS G. SNEAD, JR.**

Tom Snead is the Chairman and CEO of Trigon Blue Cross Blue Shield. He was elected Chairman of Trigon's Board of Directors in 2000 and named President and Chief Executive Officer in 1999. Prior to that, Tom was elected president and chief operating officer in 1997 and appointed senior vice president and chief financial officer in 1990.

Tom joined the company in 1985 as manager, Subsidiary Finance and held the positions of Financial Compliance director, Accounting and Budget director and Group Business financial officer. Before that, he served on the staff of public accounting firm KPMG LLP and was the financial executive for several small firms in the Richmond area.

**MARK A. SZALWINSKI, R.PH., M.H.A.**

Mark Szalwinski has experience in pharmacy practice and pharmacy management in multiple practice settings. As well he has extensive experience in planning and implementing organizational improvements and measuring the results of those improvements. He has been recognized as the Pharmacist of the Year by the Virginia Society of Health System Pharmacists in 1997 and was appointed to the Virginia Board of Pharmacy in June 2000. Mark Szalwinski joined Sentara in May 1995. His responsibilities include planning and oversight of all pharmacy programs within Sentara Healthcare. As well, he has responsibility for multiple departments and projects within Sentara Southside Hospitals.

Mr. Szalwinski received a BS in Science Education from the University of Virginia, a BS in Pharmacy from the Medical College of Virginia and a Masters in Health Care Administration from the Medical College of Virginia.

### SHIRLEY TATE-GIBSON, R.N.

Shirley Tate Gibson is the Vice President and Nurse Executive at Mary Washington Hospital, MediCorp Health System in Fredericksburg, Virginia. She holds a diploma in Nursing, a Bachelor of Science in Health Care Management, and a Masters of Science in Health Administration from the Virginia Commonwealth University, Medical College of Virginia. Her career spans thirty-five years with the majority concentrated in administration and leadership positions in nursing. She previously held the Nurse Executive position at HCA, Henrico Doctors' Hospital and Bon Secours, St. Mary's Hospital in Richmond, Virginia.

Shirley is an active participant in nursing professional organizations and holds positions in the Virginia Nurses' Association and is a member of the Board of Directors of the Virginia Organization of Nurse Executives. She currently holds adjunct faculty positions at George Mason University and Virginia Commonwealth University, Medical College of Virginia. In addition, she serves as Co-Director for the Virginia Partnership for Nursing, a Colleagues in Caring initiative with the Robert Wood Johnson Foundation, which is designed to explore and develop strategies regarding nursing workforce issues. She has been instrumental in working with nursing leaders in practice and education to develop a strategic plan for nursing concerning the current and future shortage of nurses. She has recently been appointed by the Governor of Virginia to serve on the Advisory Council for the Future of Nursing. Shirley's tremendous passion for the nursing profession has afforded her recognition as a nursing advocate and spokesperson for nursing.

### SENATOR JOHN C. WATKINS (10TH DISTRICT)

John Watkins, a Republican, was elected to the Virginia State Senate in 1998. Senator Watkins was elected to complete the unexpired four-year term of Senator Joe Benedetti and was then reelected in November 2000 to serve the citizens of the 10th District (Chesterfield, Henrico, Powhatan and Richmond) for a full term. Prior to his Senate election, he represented Chesterfield and Powhatan Counties for sixteen years as a member of the Virginia House of Delegates.

Senator Watkins is a respected leader in transportation and agricultural and natural resource issues. As a member of the Legislative Transition Task force, he has taken a primary role in the critical issue of electric deregulation in the Commonwealth of Virginia. He serves on the following committees in the Senate: Agriculture, Conservation and Natural Resources; Commerce and Labor; Local Government; and Transportation

As the President of Watkins Nurseries, Senator Watkins has been a prominent and involved business and community leader. While in his capacity as President, he has received the Distinguished Friend of Agriculture award by the Virginia Agribusiness Council, the Virginia Farm Bureau's Distinguished Service to Agriculture award and the Virginia Nurseryman's Association - Nurseryman of the Year (1987). He sits on the Board of Directors of Chippenham Medical Center/Johnston-Willis Hospital and the Bank of Powhatan. He is also involved in many civic organizations including the Greater Richmond Chamber Foundation, the American Red Cross-Greater Richmond Chapter, the Midlothian Rotary Club, the Chesterfield Business Council and he serves as the President of the Virginia Mathematics & Science Coalition.

Numerous honors have been awarded to Senator Watkins from a variety of community and professional organizations. Some of the most recent awards include the W. Thomas Rice Rail Renaissance Award, the Northern Virginia Technology Council Tech Ten Award and an Honorary Membership in the Virginia Society of American Institute of Architects.

He received a Bachelor of Science Degree in Agriculture/Horticulture from Virginia Polytechnic Institute and State University. After graduation, he served in the United States Army from 1969 to 1971. Senator Watkins has three sons and he and his wife, Kathy, currently reside in Midlothian.

**BARBARA H. WILKINS, R.N., B.S.N., C.P.H.Q.**

Barbara Wilkins received her Bachelor of Science in Nursing from the Medical College of Virginia. Since 1975, she has served in various roles as a hospital nurse including bedside staff nursing, management, home health, IV therapy, and Case Management. For the past four years, her role as Performance Improvement Coordinator has involved serving as Chair of the Medication Safety Committee and facilitating performance improvement projects. She also facilitates the Nursing Performance Improvement Council and coordinates quality improvement projects for Nursing.

**SECRETARY JANE H. WOODS**

Jane Woods is the Commonwealth of Virginia's Secretary of Health and Human Resources. She was first elected to the Virginia House of Delegates in 1987. From 1992 to 2000, she represented the City of Fairfax and part of Fairfax County in the State Senate.

As a member of the General Assembly, Woods rose to the chairmanship of the Senate Committee on Education and Health. She developed a particular expertise in health care while serving as the Vice Chairman of the Joint Commission on Health Care and Chairman of its Long Term Care subcommittee. The Virginia School Board Association twice recognized her as legislator of the year. She was also named Virginia PTA's Advocate of the Year.

Prior to entering elected office, Woods taught for almost twenty years in Virginia public schools. She grew up in Annandale and received her BA in education from American University.

## BON SECOURS RICHMOND HEALTH SYSTEM *VIPC&S Flagship Contributor*

The Bon Secours Richmond Health System provides compassionate, quality healthcare services to those in need, including the poor and dying, for the purpose of alleviating human suffering and bringing people to wholeness in the midst of pain and loss. Rooted in our faith-based values, we are known for improving the health and well being of the population of Central Virginia. We deliver the highest quality care; compassionately, efficiently and at a reasonable price. Through partnerships with physicians and others, we provide a full spectrum of health and illness care. Examples of our commitment to excellence include nationally recognized stroke care at Memorial Regional Medical Center, heart surgery programs at St. Mary's Hospital and Memorial Regional Medical Center, expanded emergency department services at Richmond Community Hospital and regionally recognized birthing services at St. Mary's Hospital.

### *Hospitals and Medical Centers*

The following is a comprehensive list of Richmond's hospitals and medical centers, including specialties and contact phone numbers. Many of these hospitals have their own referral services.

**Bon Secours St. Mary's Hospital**, 5801 Bremono Road, 285-2011. The New Life Center at St. Mary's was voted by readers of Style Weekly as the best place in Richmond to have a baby. This 391-bed hospital is widely recognized for specialties in surgery, cancer care, orthopedics, cardiac surgery/cardiac catheterization, birthing and women's services, neonatal intensive care, pediatric services, 24-hour emergency care, psychiatric care, diagnostic and treatment services and adjacent physician practices. It has also recently announced the opening of a Cardiac Wellness Center. St. Mary's Hospital was recognized by Professional Research Consultants among the top 10 percent of hospitals nationwide based on the overall quality of care and overall quality of doctor's care in the emergency department.

**Bon Secours Richmond Community Hospital**, 1500 N. 28th Street, 225-1700. This 104-bed hospital is located in Richmond's historic Church Hill. It offers specialties in primary and emergency services, psychiatric services and dialysis care, and has a variety of community outreach programs and adjacent physician practices. Richmond Community Hospital was the recipient of the 2000 Top Performer award given by Professional Research Consultants based on emergency room patient satisfaction.

**Bon Secours Memorial Regional Medical Center**, 8260 Atlee Road, Mechanicsville, 764-6000. A family-centered, acute care, 225-bed hospital in Hanover, Memorial Regional Medical Center offers comprehensive surgical services, birthing services, a neonatal intensive care unit, diagnostic cardiology, oncology, orthopedics, cardiac surgery/cardiac catheterization, 24-hour emergency care, diagnostic and treatment services and adjacent physician practices. HCIA recognized Memorial Regional Medical Center as a Top 100 Performer in stroke care among hospitals nationwide for the year 2000.

**Bon Secours St. Francis Medical Center**. Scheduled to open in 2003, St. Francis Medical Center will be located off Route 288 at the western end of Powhite Parkway in Chesterfield County. This 130-bed facility will offer a 24-hour emergency department as well as birthing, surgical, diagnostic and outpatient pediatric services. The 29-acre campus will include medical office buildings for physicians and healthcare providers. St. Francis Medical Center will provide services for the residents of Powhatan, Amelia, Chesterfield and Nottoway counties.

## TRIGON BLUE CROSS BLUE SHIELD *VIPC&S Flagship Contributor*

Serving more than 2 million members, Trigon Blue Cross Blue Shield is the largest health insurer in Virginia. Trigon offers a variety of benefit plans to fit the needs of its diverse members, which is why so many Virginians have come to consider Trigon “the one to count on” for health care coverage. Trigon insures individuals and state and federal workers, as well as employees of small businesses, regional companies and major corporations.

Trigon began as a small, pre-paid hospital plan 67 years ago and has earned its reputation as the company Virginians count on to consistently deliver choice, value and service. These efforts have been recognized nationally, as Trigon has been awarded the highest accreditation status of “Excellent” by the National Committee for Quality Assurance (NCQA) for all of its affiliated HMOs. Also, Trigon was ranked as one of the nation’s top 100 HMOs by Newsweek magazine (September 28, 1998). Trigon has twice received received the C. Everett Koop Award for Baby Benefits, a prenatal risk assessment program, and Better Prepared, a chronic disease management program. In addition, the company has been named the No. 1 Federal Employee Program administrator in the nation by the Blue Cross Blue Shield Association for four out of the past seven years.

Trigon’s commitment to its members is matched only by its commitment to the communities it serves. Trigon is the largest supporter of free clinics in Virginia, contributing nearly \$6 million to free clinics over the past decade. Making medical services more accessible not only helps uninsured Virginians improve their health, but also helps reduce the strain on emergency rooms. Employees of Trigon donate more than 10,000 hours each year to volunteer with organizations like Meals on Wheels, mentoring programs, rescue squads and hospitals. Trigon also sponsors events that raise money for area health care programs. The Trigon Gurney Tourney benefits the Hospital Hospitality House and Virginia Commonwealth University’s Medical College of Virginia. Trigon is also actively involved with the United Way and the American Heart Association.

Industry analysts have recognized Trigon’s commitment to members and its disciplined, stable growth and financial strength. Having received an A- credit ranking from Standard & Poor’s, Trigon knows that continued growth depends on the value and services it delivers to its customers. The company will work with members, physicians and other health care providers to make the process of getting well and staying healthy as easy and cost-effective as possible.



## *VIPC&S Gold Contributors*

### **ASTRAZENECA**

AstraZeneca is one of the world's leading pharmaceutical companies. Backed by a strong research base and extensive manufacturing and commercial skills, we provide innovative, effective medicines that make a real difference for patients in important areas of healthcare. We aim to be the first with new ideas and innovative in all areas of our activity to create value for our customers, shareholders, employees and the communities in which we work.

### **DOCTORS INSURANCE RECIPROCAL**

Doctors Insurance Reciprocal (DIR), Risk Retention Group, a leading medical malpractice insurer headquartered in Richmond, Virginia, specializing in professional and general liability insurance for physicians.

DIR was created with the support of Reciprocal of America (formerly The Virginia Insurance Reciprocal), a Virginia-based professional liability insurance company established in 1977. After several years of insuring hospitals, ROA began its highly successful Physicians Insurance Program. Then in 1990, ROA promoted the creation of DIR, and a unique concept in physician malpractice insurance was born.

DIR is governed by a Board of Directors composed of physicians active in their areas of specialty. The Board of Directors is assisted by The Council of Governors, which is comprised of representatives from a number of component and specialty societies. In addition, DIR has several active committees whose members serve as advocates for other practicing physicians, ensuring DIR remains responsive to physicians' needs.

A team of highly skilled insurance professionals provides the day-to-day management of DIR. Claims services are provided by staff with an average of 15 years experience in defending medical malpractice cases. DIR utilizes only the most experienced defense attorneys and will not settle a claim without the consent of the physician.

Risk Management services offer education, consultation, physician support and research on current medical/legal risks. A variety of educational programs are provided to insured physicians using "state-of-the-art" delivery methods such as web-based education and video conferencing. CME credit is awarded for most Risk Management activities. DIR provides superior services at competitive prices while understanding the needs of its clients. As an owner insured company, DIR's products and services are designed for medical professionals by medical professionals. This provides DIR with one of its greatest strengths - flexibility and responsiveness to physicians' needs.

### **GLAXOSMITHKLINE**

GlaxoSmithKline (GSK) is a world leading research-based pharmaceutical company with a powerful combination of skills and resources that provides a platform for delivering strong growth in today's rapidly changing healthcare environment.

GSK's mission is to improve the quality of human life by enabling people to do more, feel better and live longer.

GSK's strategic intent is to become the indisputable leader in its industry- not simply in terms of size, but in how it uses that size to achieve its mission. Headquartered in the UK and with operations based in the US, GSK is one of the industry leaders, with an estimated seven-percent of the world's pharmaceutical market. GSK has leadership in four major therapeutic areas- anti-infectives, central nervous system (CNS), respiratory and gastrointestinal/metabolic. In addition, it is a leader in the important area of vaccines and has a growing portfolio of oncology products.

Through its Global Community Partnerships function and Corporate Donations Committee, GSK partners with and supports organizations whose goals and objectives reflect its mission of improving the quality of human life.

## HCA RICHMOND

HCA Richmond Hospitals is a network of four hospitals - including CJW Medical Center, Henrico Doctors' Hospitals, John Randolph Medical Center, and Retreat Hospital - and seven outpatient centers. These facilities have nearly 1,600 beds and annually deliver about 7,000 babies, perform 1,000 open-heart procedures and provide nearly every medical service that is needed by the community. HCA Richmond is part of HCA, which is based in Nashville and operates about 270 facilities nationwide.

Our dedication to patient safety, to the care and improvement of human life, and to the communities we serve translates into patient care that is second to none. We are continually identifying new and better ways to treat patients by adopting best practices and investing in new technology. Our goal is to improve medication processes and systems, establish meaningful reporting mechanisms, ensure staff competence and promote a culture of patient safety. Our focus on improving the medication-use process is simply an extension of our culture of putting patients first.

Recently, more than 100 HCA employees, as well as several physicians, designed a company-wide strategy for enhancing medication practices. HCA Corporate worked with Meditech, McKesson Automated Health and other vendors to develop the technology solutions recommended by the design team. At HCA, all employees, doctors, nurses, and technicians take a collaborative approach towards increasing patient safety.

## THE MEDICAL SOCIETY OF VIRGINIA

The Medical Society of Virginia, also known as the MSV, is a professional association of more than 8,000 Virginia physicians. Originally founded in December 1820, and incorporated in 1824, this organization is the only association representing all medical doctors and doctors of osteopathy, regardless of specialty or type of practice setting in Virginia.

Dedicated to Virginia's physicians and their patients, the Medical Society of Virginia provides administrative, membership and legislative services to its members and produces a monthly publication. The MSV sponsors and accredits continuing medical education for physicians and serves as the liaison between local, national and specialty medical organizations.

The Medical Society of Virginia has been responsible for the creation of the State Board of Health, the State Board of Medical Examiners, the Board of Medicine and the MSV Review Organization

(which has evolved into the Virginia Health Quality Center). Each of these now independent entities had their beginnings within the Medical Society of Virginia.

Today, the Medical Society of Virginia leads the way in advocating for patient protection in the current managed care environment and for access to health care for all Virginians and for the highest standards of quality for health care.

## THE RICHMOND ACADEMY OF MEDICINE

The Richmond Academy of Medicine is a non-profit local medical society of over 1,600 physicians and students who have a long history of working together to sustain local practices and improved patient care. We advocate for patients and physicians and address the issues most important to them. We are also very active in our community, participating with Cross-Over Health Clinic, the Irving Graham Health Center and the Greater Richmond Chamber of Commerce.

Nine times a year we host programs for our members, and monthly provide an award winning publication, *RAMifications*, for members and special friends of the Academy. Quarterly we provide special editions of *RAMifications*, which focus on key health care issues such as antibiotic resistance, weapons of mass destruction, and most recently, chronic pain management. Local physician experts and academic leaders are contributors to these editions. Additional services provided members include legislative functions, practice management seminars and forums and small group discussion opportunities. The website for the Academy is [www.ramdocs.org](http://www.ramdocs.org) and we invite you to visit us. We also invite you to call us at 804-643-6631 if you need physician information, physician referral information or specific demographic information about the local physician market.

Through the Academy's Services Corporation, the Academy is also the home of specialty societies and related physician services. We manage the Virginia Chapter of the American College of Surgeons, the Virginia Surgical Society, the Virginia Urological Society, the Virginia Dermatological Society, the American Academy of Pediatrics, Virginia Chapter, the Virginia Pediatric Foundation, the Virginia Chapter of the American College of Radiology, Humera, the Virginia Society of Hematology and Oncology, and the Virginia Society of Otolaryngology. The Centralized Credentials Verification Service, a physician credentialing agency, provides additional services to 2000 physicians, local hospitals and managed care organizations.

## SENTARA

Over the years, the Hampton Roads community has come to expect us to be the best because our dedicated medical professionals deliver world-class medicine right here at home. We were chosen as the number one health system in the United States in 2001, and we take pride in providing excellence in care.

Sentara is a local, not-for-profit family of nationally recognized award-winning hospitals and healthcare facilities, physicians, leading-edge services, and comprehensive health plans.

In 1888, a small Norfolk hospital opened with a simple mission - to give the best medical care possible to the community it served. More than 100 years later, that philosophy remains unchanged. Today, as Hampton Roads' premier healthcare provider, Sentara continues to introduce new and innovative treatment options, more choices and greater service to a whole new generation.

## VIRGINIA ASSOCIATION OF HEALTH PLANS

The Virginia Association of Health Plans (VAHP) is a non-profit trade organization committed to enhancing the acceptance and understanding of managed health care as a high quality, cost-effective option for providing comprehensive health care benefits to Virginia citizens. As the voice for Virginia's health plans, VAHP represents 26 managed care health insurance plan licensees, which together provide coverage to more than 3.8 million managed care plan enrollees in Virginia. Established in 1988 as the Virginia Association of Health Maintenance Organizations, the Association broadened its mission and changed its name in 1998.

VAHP provides advocacy, education, and research services to its member plans and also serves the community with initiatives to increase the public's understanding of how managed care plans provide quality, affordable health care benefits to their members. The Association is committed to cultivating an environment that facilitates private sector health care solutions and generates a number of health information resources to assist stakeholders in understanding the latest issues and current marketplace in which managed health care plans work. As one of the five founding members of the VIPC&S Coalition, VAHP believes that all involved in the health care system have an obligation to work together to eliminate medical errors, identify best practices, and improve health outcomes. For more information regarding VAHP or its member plans please visit our website at [www.vahp.org](http://www.vahp.org).

## VIRGINIA HEALTH INFORMATION

Virginia Health Information is the non-profit company the Commonwealth of Virginia recognizes as its source of cost and quality information for Virginia's health data reporting laws. VHI focuses on creating information to help businesses and consumers make more informed health care purchasing decisions and information to assist health care providers improve the quality of care they provide.

*Information available includes:*

- **Databases** *VHI's Patient Level Database* is the only complete source for electronic information of all Virginia hospital discharges, Supplemental files on *Readmission and Transfers* allow for analysis of patterns of care for quality improvement efforts. *Financial and Operational* information on ambulatory surgical centers, hospitals, nursing facilities, and specialty hospitals; detailed rankings of facilities by efficiency and productivity
- **Consumer Guides** VHI publishes a variety of consumer-focused guides including guides on Health Insurance Options, Hospitals, Long Term Care and Obstetrical Services. These are available in print and
- **Online on the Web at [www.VHI.ORG](http://www.VHI.ORG)** VHI publications are on the web for downloading and/or viewing. Information is also available interactively to allow the user to develop information to meet their individual needs and includes:
  - *Cardiac Care Mortality Information* is available on all Virginia Hospitals
  - An interactive directory of cost and services for over 1,200 *Long Term Care* providers.
  - A section on *HMOs* includes: counties served, profits, % of premium dollar spent on medical care vs. administrative, number of physicians in the plan.
  - Detailed hospital information on service lines and rankings on their *Efficiency and Productivity*.

VHI also collects data for the Virginia Board of Medicine on over 30,000 physicians licensed in Virginia. Information available online at [www.vahealthprovider.com](http://www.vahealthprovider.com) includes education, office hours, board certification, hospital affiliation, malpractice and disciplinary information.

***For more information:***

1108 East Main Street, Suite 1201  
Richmond, VA 23219  
(804) 643-5573

## VIRGINIA HOSPITAL AND HEALTHCARE ASSOCIATION

The Virginia Hospital & Healthcare Association (VHHA) was created in 1926 as a trade association of Virginia hospitals. It was called the Virginia Hospital Association until 1995, when members voted to change the name to reflect its changing membership, which now includes not only rural and urban hospitals, but integrated health care delivery systems and their long-term care facilities and services, ambulatory care sites, home health services, insurance subsidiaries, and other health system-related entities. VHHA's activities generally focus on four areas: representation and advocacy, education, communication and health care data.

VHHA's mission is to help its members as they strive to improve the health status of communities they serve by offering comprehensive, accessible, quality, cost-effective health care services. Its vision is to be an innovative leader, together with members and other stakeholders, in making Virginia the healthiest state in the nation.



*VIPC&S Silver Sponsors*

(CONTRIBUTIONS OF \$2,500 OR GREATER)

**Bristol-Myers Squibb Company**

**Carilion Health System**

**Inova Health System**

**Kaiser Foundation Health Plan**

**MAMSI**

**MediCorp Health System**

**Merck & Company, Inc.**

**Pfizer**

**Pharmacia Corporation**

**Roche Laboratories**

**UVa Health System**

**VCU Health System**

**Virginia Health Quality Center**

**Wyeth-Ayerst Pharmaceuticals**



*Friends of VIPC&S*

(CONTRIBUTIONS OF \$500 OR GREATER)

**Novo Nordisk Pharmaceuticals, Inc.**

**Virginia Association of Chain Drug Stores**

**Virginia Association of Durable Medical Equipment  
Companies**

**Virginia Nurses Association**

**Virginia Nurses Foundation**

**Virginia Pharmacists Association**

**Virginia Society of Health-System Pharmacists**

**West Virginia Medical Institute**

## *Organizations Represented in VIPC&S*

Bon Secours Richmond Health System	UVA Health System
Cardinal Health Consulting Services	VA Academy of Family Physicians
Carilion Health System	VA Chapter, American Society for Healthcare Risk Management
Crews & Hancock, P.L.C.	VCU Health System
Department of Health Professions	Virginia Society of Respiratory Care
DMAS	Virginia Association Chain Drugs Stores
Eastern Virginia Medical School	Virginia Association for Healthcare Quality
Hampton Roads Health Coalition	Virginia Association of Durable Medical Equipment Companies
HCA Richmond Hospitals	Virginia Association of Health Plans
Henrico Doctors Hospital	Virginia Department of Health
Inova Health System	Virginia Health Care Association
Medical Reengineering Consultants, Inc.	Virginia Health Information
Medical Society of Virginia	Virginia Health Quality Center
MediCorp Health System	Virginia Hospital & Healthcare Association
MidAtlantic Medical Services	Virginia Nurses Association
Northern Virginia Pharmacists Association	Virginia Pharmacists Association
Obici Hospital	Virginia Society of Health System Pharmacists
Old Dominion Medical Society	Virginia Society of Ophthalmology
Richmond Academy of Medicine	VONE; Chesapeake General Hospital
Rockingham Memorial Hospital	VPhA Research and Education Foundation
Sentara Healthcare	West Virginia Medical Institute
The Reciprocal Group	
Trigon Blue Cross Blue Shield	



*VIPC&S extends its grateful appreciation to:*

BETTE BOIS — MEDICAL SOCIETY OF VIRGINIA  
JUDITH COLLINS, MS, NP — HEALTHCARE CONSULTANT  
DICK GRINNAN, MD — TRIGON BLUE CROSS BLUE SHIELD  
ED IM — TRIGON BLUE CROSS BLUE SHIELD  
MIKE JURGENSEN — MEDICAL SOCIETY OF VIRGINIA  
DEB LOVE — RICHMOND ACADEMY OF MEDICINE  
BECKY SNEAD, RPH — VIRGINIA PHARMACISTS ASSOCIATION

*And to the following individuals who provided  
creative and administrative services:*

MARIE CHMURA — TRIGON  
LINDA DAVIS — RICHMOND ACADEMY OF MEDICINE  
JANE PRATT — TRIGON  
LARA WATSON — RICHMOND ACADEMY OF MEDICINE  
CHRISTINA WEBER — WEBER DESIGN

