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## **High Rehospitalization Rates: Causes, Costs, and Accountability**

### **MODERATOR**

**Laura A. Dummit**  
*Principal Policy Analyst*

### **SPEAKER**

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**Norbert I. Goldfield, MD**, is medical director for 3M Health Information Systems. In this capacity, he has for the past 20 years implemented payment systems linked to quality throughout the United States and overseas, with both public and private payers. Most recently, he has worked on practical implementation of payment systems for episodes of illness, the “medical home,” hospital readmissions, and avoidable hospital complications. He is editor of the peer reviewed *Journal of Ambulatory Care Management*. His most recent books are *National Health Reform, American Style* (American College of Physician Executives, 2000); *Delivering High Quality, Cost-Effective Care to All: The Scientific and Political Ingredients for Success* (Goldfield & Assoc., 2004); and *Physician Profiling and Risk Adjustment* (Aspen, 1999). Dr. Goldfield is a board-certified practicing internist (two days a week at a community health center in Springfield, Massachusetts) and is fluent in Italian and Spanish. He is on the Board of Directors of Health Care for All and is executive director of Healing Across the Divides ([www.healingdivides.org](http://www.healingdivides.org)), an organization that provides grants and technical advice to Israelis and Palestinians trying to improve health within a community framework.



**Denise Remus, PhD, RN**

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**Denise Remus, PhD, RN**, currently serves as chief quality officer for BayCare Health System, the largest, community-based health system in the Tampa Bay region. She is responsible for overseeing all aspects of BayCare's quality programs and its system-wide clinical efficiency, leads the strategic planning and development of the health system's performance improvement and patient safety initiatives, and is the clinical leader for BayCare's quality outcomes and Six Sigma methodology.

She previously was the vice president of clinical informatics for Premier, Inc. She also served as the senior research scientist for quality indicators at the Agency for Healthcare Research and Quality (AHRQ). With more than 30 years of health care experience, Dr. Remus is considered a national expert in health care quality measurement and improvement, pay for performance, and risk and severity adjustment. She has served on numerous national committees and technical advisory panels for organizations such as the National Quality Forum, the Medicare Payment Advisory Commission (MedPAC), Alliance for Cardiac Care Excellence, American Nurses Association, Robert Wood Johnson Foundation, the National Association of Health Data Organizations, the Texas Healthcare Information Council, and the Texas Council on Cardiovascular Disease and Stroke Surveillance.

She received her bachelor of nursing degree from the College of St. Scholastica in Minnesota and her master's and doctorate degrees in nursing from the University of Minnesota, with an emphasis in gerontology and ethics. She has practiced in a variety of clinical areas including medical and surgical nursing, critical care, hospice home care, long-term care, and as a geriatric clinical nurse specialist. Dr. Remus began her career as a commissioned officer in the United States Air Force.



**Stephen Rosenthal**

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**Stephen Rosenthal** is the president and chief operating officer for CMO, The Care Management Company, LLC, a wholly owned for-profit subsidiary of Montefiore Medical Center. Mr. Rosenthal provides a host of operational services supporting Montefiore's Integrated Delivery

System, which includes over 1,300 physicians, a primary care network of over 165 primary care physicians, a home health agency, a rehabilitation facility, and three acute care hospitals. The CMO provides the infrastructure for multiple Montefiore independent practice associations, caring for over 150,000 beneficiaries and over \$450 million in premium revenue. Mr. Rosenthal has the lead role in developing and implementing network-wide care management programs as well as a variety of specific chronic disease initiatives. Recently, Montefiore and the CMO were awarded the Chronic Care Management of the High Cost Medicare Beneficiaries demonstration by the Centers for Medicare & Medicaid Services (CMS). Prior to his development of the CMO, Mr. Rosenthal spent four years as the vice president of Montefiore's Professional Services, managing the 800 physician faculty practice plan. As Montefiore's assistant vice president for planning, Mr. Rosenthal developed more than a half million square feet of ambulatory practice space and has been an active member of the management team implementing clinical information technology across the delivery system. Mr. Rosenthal also spent a number of years practicing as a clinical audiologist.

Stephen Rosenthal holds a master's degree in science, as well as, a master of business administration degree in finance and management information systems, from Brooklyn College and Pace University, respectively.



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**Wayne M. Lerner, DPH, FACHE**, is a veteran executive with over 30 years' experience in health care administration, public policy, and education, and one of the leaders of the evolution of health care in Chicago and the country as a whole. Since 2006, Dr. Lerner has been the president and chief executive officer for not-for-profit, Holy Cross Hospital, an inner city, 331 bed, faith-based disproportionate share hospital serving over 450,000 residents as their sole community provider on the Southwest side of Chicago. Between 1997 and 2006, Dr. Lerner was the president and chief executive officer of the Rehabilitation Institute of Chicago. Under Dr. Lerner's leadership, the Institute grew to a network of more than 20 wholly owned and partnership sites and was also home to one of the largest rehabilitation research and education programs in the country.

Before joining the Rehabilitation Institute of Chicago, Dr. Lerner was vice president for the Lash Group. From 1990 to 1996, he was president of The Jewish Hospital of St. Louis and senior executive officer within the BJC Health System. Before that, Dr. Lerner spent 17 years with Rush-Presbyterian-St. Luke's Medical Center in Chicago, where he rose to the position of vice president for administrative affairs and associate professor and chairman of the Department of Health Systems Management. From 2005 to 2007, Dr. Lerner chaired the Adequate Health Care

Task Force, a bipartisan health care reform commission for the State of Illinois. He is a member of the U.S. Department of Veterans Affairs' Special Medical Advisory Group, a fellow in the American College of Healthcare Executives (ACHE), and a fellow in the Institute of Medicine of Chicago. He is past chairman of the board of the Illinois Hospital Association and was a member of its Executive Committee. He is a past chairman of the American Hospital Association's Committee of Commissioners, and as such, was a member of the executive committee of the Board of the Joint Commission on Accreditation of Healthcare Organizations (JCAHO). He was the elected regent for Illinois-Northern Cook County was on the U.S. Paralympics Leadership Council.

Dr. Lerner received his doctor of public health and master of hospital administration degrees from the University of Michigan and bachelor of science degree from the University of Illinois, Urbana.

