

Curriculum Vitae

Sarah Alward Redding, MD, MPH

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EDUCATION:

Residency: General Preventive Medicine
Johns Hopkins University School of Hygiene and Public Health
Baltimore, MD
1993 – 1997

Masters: Public Health
Johns Hopkins University School of Hygiene and Public Health
Baltimore, MD
1993 – 1994

Internship: Combined Internal Medicine / Pediatrics Program
Wright State University School of Medicine
Dayton, OH
1988 - 1989

Medical: Wright State University School of Medicine
Dayton, OH
1983 - 1988

Undergraduate: Kenyon College
Gambier, OH
Bachelor of Arts in Chemistry
1979 - 1983

PROFESSIONAL EXPERIENCE:

- Pathways Community HUB Institute, Executive Director, July 2016 to present, Lucas, Ohio.
- Care Coordination Systems, Chief Executive Officer, January 2013 to June 2016, Lucas, Ohio.
- Community Health Access Project, Executive Director, May 2010 to December 2012, Mansfield, Ohio.
- Community Health Access Project, Director of Development, May 2000 to April 2010, Mansfield, Ohio.

- Center for Individual and Family Services, Mansfield, Ohio, part-time staff physician, May 2002 to August 2014, Mansfield, Ohio.
- McKing Consulting Corporation and the HRSA Office of Performance Review (OPR), Independent Consultant, 2006 – 2010, Chicago Region V Headquarters, Illinois.
- Ohio Department of Health, Bureau of Children and Family Health Services, Medical Director, 1999 – 2000, Columbus, Ohio.
- Planned Parenthood of North Central Ohio, Medical Director, 1997 – 1998, Mansfield, Ohio.
- Baltimore City Healthy Start, Perinatal Intervention Program, Medical Director, 1995 – 1997, Baltimore, Maryland.
- Maniilaq Medical Center, Staff Physician and Maternal and Child Health Program Manager, 1989 – 1992, Kotzebue, Alaska.

LICENSURE: Licensed in Ohio since 1997. Ohio 35072988.
Licenses previously held in Maryland and Alaska.

PROFESSIONAL

ORGANIZATIONS: American Public Health Association.

CERTIFICATIONS: Board Certified by the American Board of Preventive Medicine, 2001.
Positive Parenting Program (Triple P), certified through level 5.

PUBLICATIONS/

PRESENTATIONS: Redding S, Conrey E, Porter K, et al., Pathways community care coordination in low birth weight prevention. *Matern Child Health J* 2015; 19:643-50.

Zeigler BP, Carter EL, Redding SA, et al.. Care coordination: formalization of pathways for standardization and certification. National Science Foundation Grant Award No. CMMI-1235364. Rockville, MD: Rockville Institute; 2014.

Pathways: building a community outcome production model. Mansfield, OH: Community Health Access Project; 2001.

Co-chair of the Preventing Premature/Preterm Births Action Group, Ohio Collaborative to Prevent Infant Mortality (OCPIM) and state representative to national Infant Mortality CoIIN (Collaborative Improvement and Innovation Network).

Multiple presentations given related to the Pathways Community HUB model:
Institute for Healthcare Improvement, American Public Health Association, Communities Joined in Action, Health Resources and Services Administration, Agency for Healthcare Research and Quality, Institute for Clinical Systems Improvement, Association of Health Care Journalists, Ohio Commission to Prevent Infant Mortality, Health Policy Institute of Ohio.

PERSONAL: Married with three children. I enjoy walking, reading, cooking, knitting, traveling and spending time with family.

REFERENCES: Provided upon request.



Matt Layton, M.D., Ph.D.
Medical Director, Washington State University College of Nursing's Program of Excellence in the Addictions

Dr. Matt Layton is a Kansas native who directed Spokane Mental Health for eight years. Since coming to WSU Spokane in the fall of 2008, he has won 'Outstanding Faculty' awards given by the UW physician assistant program, first-year Spokane medical students, and was named preceptor of the year for the Family Medicine Spokane Residency Program.

Dr. Layton is a psychiatrist and current Chair of the Elson S. Floyd College of Medicine curriculum committee. He works to incorporate lessons about human behavior into a heavily science-based, first-year medical school curriculum. He helps prospective doctors understand how the way people behave affects their health.

He is also involved in training rural primary care doctors, physician assistants and nurses to work with patients who have psychiatric disorders and drug addictions. Dr. Layton also teaches dental students participating in the RIDE program and teaches the resident doctors in the Psychiatry Residency Spokane at Providence Sacred Heart Medical Center.

Dr. Layton is the physician of record and co-investigator in the WSU Sleep and Performance Research Center. His current research focuses on the psychological and physiological changes in smokers during the first few days after they quit smoking. He's also involved in collaborative efforts in other addictions and pain. He is also the Medical Director for the WSU College of Nursing Program of Excellence in the Addictions and the Spokane Regional Health District Opioid Treatment Program.



Dr. Frances Gough
Chief Medical Officer, Molina Healthcare of Washington

Dr. Frances Gough, M.D. serves as Chief Medical Officer at Molina Healthcare of Washington. After completing her residency at the University of Utah School of Medicine and teaching appointments at the University of Utah and at the Scripps Clinic in California, she spent 8 years as a practicing internist with Overlake Internal Medicine Associates in Bellevue, Wash.

In 1997, Dr. Gough co-founded Sound Health Solutions, a multidisciplinary program for patients at high health risk due to obesity and chronic disease. This regional company received national recognition for its work with Fortune 100 self-insured employers providing programs for their high-risk, obese populations. As an adjunct to Sound Health Solutions, she co-developed SoundWeight.com, a "virtual" clinic program delivering web-based behavioral health and nutrition services for at risk patients.

Dr. Gough is a published author regarding the multidisciplinary management of obesity and its impact on reducing corporate health care costs. Dr. Gough is board-certified in Internal Medicine. She is a graduate of the University of Washington School of Medicine; and completed her internship and residency in Internal Medicine at University of Utah Medical Center.

Curriculum Vitae
Samuel J. Huber MD, MS

Home Address:

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Office Address:

MultiCare Behavioral Health
Mailstop 325-1-ADM
325 E. Pioneer
Puyallup, WA 98372
sam.huber@multicare.org

Current Position:

Chief Medical Officer – Behavioral Health
MultiCare Health System

Clinical Assistant Professor of Psychiatry
University of Rochester School of Medicine and Dentistry

Education:

Fellow – VA National Quality Scholars Program (2008-2010)
WRJ VA Medical Center/The Dartmouth Institute for Health Policy and Clinical Practice
White River Junction, VT and Lebanon, NH

Master of Science – Evaluative Clinical Sciences/Health Services Research (2008-2010)
The Dartmouth Institute for Health Policy and Clinical Practice
Lebanon, NH

Resident Physician - Psychiatry (2004-2008)
Department of Psychiatry
Washington University School of Medicine/Barnes-Jewish Hospital
St. Louis, MO

Doctor of Medicine (MD - Distinction in Research) 1999-2004
University of Rochester School of Medicine and Dentistry
Rochester, NY

Bachelor of Arts (BA - Cum Laude) 1995-1999
Majors: Religion and Classics (Highest Distinction), Biology
University of Rochester
Rochester, NY

Current Memberships:

Member, Academy for Healthcare Improvement (2008-present)
Reviewer – Families, Systems and Health (2014-present)
Ad Hoc Reviewer - Journal of Medical Ethics (2001-present)

Clinical Expertise: Psychiatric diagnosis, psychopharmacology and somatic therapies (electroconvulsive therapy), quality improvement, patient safety, hospital psychiatry, emergency psychiatry

Board Certification: American Board of Psychiatry and Neurology (2009) – General Psychiatry

Professional Licensure: Physician – Missouri (2006-2014), New York (2010-2016), Washington (2016-present)

Additional Certification: Lean Six-Sigma green belt, Team STEPPS, URM C Leadership Course

Current Teaching Activities:

Lecturer- URM C Certificate Program in Patient Safety – “Systems Design and Re-design for Quality” 2013-present
Faculty Lecturer – Rochester Early Medical Scholars (REMS) Freshman Seminar – “Introduction to Quality and Safety in Healthcare” 2010-present

Work Experience:**Rochester Regional Health** (2014-2016)

Associate Chief Medical Officer for Patient Safety, Quality, Regulatory

Staff Psychiatrist – Rochester Mental Health Center

Rochester Regional Health

- Co-lead a comprehensive interdisciplinary quality and patient safety program across a 5-hospital, newly merged health system
- Oversaw Root Cause Analysis program and systems-learning initiatives
- Developed a high-level system-wide quality metric dashboard and scorecard roll-up
- Clinical practice in a busy community mental health center one day/week

University of Rochester Medical Center (2010-2014)

Assistant Professor of Psychiatry

Medical Director for Adult Inpatient Psychiatry

Associate Quality Officer, Strong Memorial Hospital

URMC Department of Psychiatry Quality Committee (co-chair)

Strong Memorial Hospital Patient Safety and Risk Management Committee (member)

URMC Therapeutics Committee (member)

URMC Department of Psychiatry Incident Review Committee (member)

URMC Department of Psychiatry Triage Committee (member)

URMC Psychiatry Residency Curriculum Committee (member)

VA National Quality Scholars Fellowship Program (2008-2010)

White River Junction VA Medical Center (www.vaqs.org)

- Research, teaching, education and practice in the science of quality improvement and health services research
- Conducted comparative meta-analysis of two chemically similar antidepressants and developed methods for modeling a head-to-head comparison suggesting newer medication was not superior to older medication
- Explored flow processes, quality metrics and systems context of electroconvulsive therapy service for improvement in standardization and patient safety; developed pilot procedure safety checklist
- Reviewed ethics standards for patient protection in quality improvement projects
- Clinical service in novel combined mental health-primary care walk-in clinic
- Coursework in research methods, clinical quality improvement, healthcare policy, leadership, survey design, biostatistics, meta-analysis, and control charts/data display for improvement

Resident Physician in Psychiatry (2004-2008)

Washington University in St. Louis and Barnes-Jewish Hospital

- A clinically-focused academic residency program with a strong tradition in psychopharmacology and psychiatric epidemiology
- Conducted patient survey of quality of informed consent process for electroconvulsive therapy service

Junior Fellow in Ethics and Professionalism (September 2001- September 2002)

American Medical Association – Institute for Ethics

- Co-editor for online journal of ethics and professionalism
- Studied, published and lectured on physician responsibilities in epidemics and times of risk

Other Research Experience:**Summer Student in Toiletries Research** (May-August 1996)

Gillette Research Institute, Gaithersburg, MD

Summer Research Student, National Institutes of Health-Howard Hughes Medical Institute

(June-August 1994, June-August 1995)

National Cancer Institute, Experimental Immunology Branch, Bethesda, MD

Other Teaching Experience:**University of Rochester/University of Rochester School of Medicine and Dentistry**

Supervision of PGY-1 residents, clinical rotation in inpatient psychiatry

Preceptor, Medical Student Psychiatry Clerkship
Instructor, URMCTeamSTEPPS Course
Facilitator, Introduction to Inpatient Psychiatry for chaplain interns
Instructor, Reading Elective in quality improvement and patient safety for medical students
Seminar in Biopsychosocial Medicine – Coordinator/Facilitator (January-May 2004)

Awards and Honors:

Residency Program Dedication Award – Washington University in St. Louis Department of Psychiatry, May, 2007.

Peer-Reviewed Publications:

Journals:

Shiner B, Watts BV, Traum MK, **Huber SJ**, Young-Xu Y. Does the Veterans Affairs depression performance measure predict quality care? *Jt Comm J Qual Patient Saf*. 2011 Apr;37(4):170-7.

Huber SJ, Morgan JN. Medical student attitudes toward electroconvulsive therapy: clarity in reporting survey results.
J ECT. 2011 Mar;27(1):91-2.

Mills PD, **Huber SJ**, Vince Watts B, Bagian JP. Systemic vulnerabilities to suicide among veterans from the Iraq and Afghanistan Conflicts: review of case reports from a National Veterans Affairs Database. *Suicide Life Threat Behav*. 2011 Feb;41(1):21-32

Huber SJ, Wynia MK. When pestilence prevails...physician responsibilities in epidemics.
Am J Bioethics. 2004 Winter;4(1):W5-11.

Huber SJ. The white coat ceremony: a contemporary medical ritual.
J Med Ethics. 2003; 29(6):364-6.

Huber SJ. Ethics Forum: Physicians' Myriad Responsibilities.
AMNews 4 March 2002; 45(9): 14.

Howcroft TK, Murphy C, Weissman JD, **Huber SJ**, Sawadogo M, Singer DS. Upstream Stimulatory Factor Regulates Major Histocompatibility Complex Class I Gene Expression: the U2(delta)E4 Splice Variant Abrogates E-Box Activity.
Molecular and Cellular Biology, July 1999; 19(7): 4788-4797.

Book Chapters:

Huber SJ, Ogrinc G, Davidoff F. *Guidelines for Reporting Health Research: SQUIRE*. In: EQUATOR Group, et al. Guidelines for Reporting Health Research: a User's Manual of Available Guidelines. *In Press - 2014*

Huber SJ, Cloninger CR. *Sleep and Personality Disorders*. In: Pandi-Perumal SR, Ruoti RR, Kramer M, ed. Sleep and Psychosomatic Medicine. Oxford, UK: Informa, 2007: 125-135.

Online:

Huber SJ, Ogrinc G. *Patient Safety 104: Root Cause Analysis*. An IHI Open School online course (4 modules). 2010.

Huber SJ. "Haircuts, Neckties, Boy Scouts, and 'Mama Said': What is Professionalism?" *Virtual Mentor* September 2002; 4(8) and 10 additional online contributions were published from 2001-2002 and are available at www.virtualmentor.org

Presentations and Poster Sessions:

Mills PD, **Huber SJ**, Watts BV, & Bagian JP. Use of a Root Cause Analysis database to reduce suicide among recently returned veterans. *Poster Session*. National VA Mental Health Conference: Implementing a Public Health Model for Meeting the Mental Health Needs of Veterans. Baltimore, July 27-29, 2010

Use of a Root Cause Analysis Database to Adapt a Procedure Safety Checklist for Use in Electroconvulsive Therapy (**Huber SJ**, Morgan JN). *Poster Session*. Academy for Healthcare Improvement International Scientific Symposium at the Institute for Healthcare Improvement National Forum. Orlando, FL; December 7, 2009.

Does the VA Performance Measure Predict Quality Care? (Shiner B, Traum M, **Huber SJ**, Watts BV) *Poster Session*. VA Integrated Healthcare Northeast Regional Conference: Effective and Efficient Behavioral Health Practice in Primary Care, Albany, NY; October 2009.

Is newer better? A comparison of direct and indirect meta-analyses of desvenlafaxine and venlafaxine for major depressive disorder. (with Engel MD) *Poster Session*. American Psychiatric Association Annual Meeting. San Francisco, CA; May 19, 2009.

Quality of Informed Consent for ECT: Instrument Development and Initial Assessment. *Poster Session*. IHI International Forum on Quality and Safety in Health Care. Berlin, Germany; March 17-20, 2009.

The Ethics and Quality Linkage for Improved Care, with W.A. Nelson and K. Brennan. *VAQS Teleconference Seminar in Quality Improvement*. Dartmouth Institute for Health Policy and Clinical Practice. February 27, 2009.

Quality Assessment of Informed Consent for ECT: Instrument Development and Initial Data. *Psychiatry Grand Rounds Presentation*. Washington University in St. Louis. May 6, 2008.

Publication Bias and Impact on Effect Size. *Psychiatry Advanced Resident Seminar*. Washington University in St. Louis. March 19, 2008.

Psychiatry, Stigma, and Specialty Choice: An Hypothesis about Popular Attitudes. *Poster Session*. University of Rochester Mental Health Collier Research Day. May 14, 2003.

Guest Lecture: Epidemic Disease, Personal Risk, and Physician Responsibilities. New York Medical College 1st year Medical Ethics Course, January 7, 2003.

Do I Have to Go to Work? Physician Responsibilities: Epidemics, Bioterror, and Beyond. *Poster Session*, Society of General Internal Medicine (SGIM), Annual Meeting, Atlanta, Georgia. May 2, 2002.

Do I Have to Go to Work? Epidemic Disease, Personal Risk, and Physician Responsibilities. AMA Institute for Ethics Faculty Seminars: April 8, 2002; Bioethics Interest Group, Loyola University of Chicago-Stritch School of Medicine: May 7, 2002