



Quality Improvement (QI) Consultant Biographical Sketches

Leslie (Les) M. Beitsch, MD, JD

Dr. Beitsch joined the faculty at the Florida State University College of Medicine in November 2003 as Professor of Health Policy and Director of the Center for Medicine and Public Health. He has held past positions as the Commissioner of the Oklahoma State Department of Health where he provided oversight for 2500 employees and a budget of \$260,000,000 and as the Deputy Secretary and Assistant State Health Officer for the Florida Department of Health, providing guidance and direction for public health programs, the county health departments, the state laboratory and pharmacy. Prior to these appointments, Dr. Beitsch served as the Assistant State Health Officer and Division Director for Family Health Services and the Medical Director of the Broward County Health Department in Ft. Lauderdale. Dr. Beitsch has been an active member in several organizations. Recent interests have focused on accreditation and quality improvement for state and local health departments. Dr. Beitsch served as a Steering Committee member for the Exploring Accreditation Project and as its Research and Evaluation Workgroup Chair. He has participated as a member of committees representing the Association of State and Territorial Health Officials and committees advising the Centers for Disease Control and Prevention. In addition, he is past chair of the board of directors for the Public Health Foundation and the past chair of the Public Health Leadership Society.

James (Jim) Butler

Mr. Butler is Principal of James Butler & Associates and manages a consulting practice specializing in meeting accreditation and quality improvement needs of local and state health departments. He has over 30 years of managerial, administrative, and leadership experience in public health. As the former Public Health Administrator within the Michigan Department of Community Health, Mr. Butler directed the office of Local Health Services, served as Administrator for the Michigan Local Public Health Accreditation Program, and was co-chair of the Michigan Multi-State Learning Collaborative Steering Committees I & II. He is one of four authors of *Embracing Quality in Local Public Health: Michigan's Quality Improvement Guidebook*, designed with and for local public health practitioners seeking to begin or advance implementation of QI.

Grace L. Duffy, MBA

Ms. Duffy provides services in organizational and process improvement, leadership, quality, customer service, and teamwork by designing and implementing effective systems for business and management success. Her clients include: the Library of Congress; the Charleston, South Carolina Veterans Administration Medical Center; the Food and Drug Administration Center for Food Safety and Nutrition; Florida Department of Children and Families; and the U.S. Department of Energy Strategic Petroleum Reserve. During her 20 years with IBM, Ms. Duffy held positions in technical design, services, management and process improvement. She helped design and deliver IBM's Executive Quality training in the late 1980s. Ms. Duffy worked with Trident Technical College in Charleston, South Carolina for 10 years as department head for Business, curriculum owner and instructor for Trident's Quality and Corporate management programs, and as a Dean for management and performance consulting to private industry. Ms. Duffy holds a Masters in Business Administration from Georgia State University and a Bachelor's in Archaeology and Anthropology from Brigham Young University. Ms. Duffy is an ASQ Certified Manager of Quality-Organizational Excellence, Certified Quality Improvement Associate, Certified Quality Auditor, Certified Lean Six Sigma Master Black Belt, and Manager of Process Improvement. She is a Senior Research Fellow with Purdue University and a Lean Six Sigma mentor to the University of Central Florida Graduate Engineering programs. In addition, she is a co-author of *The Public Health Quality Improvement Handbook*, *The Executive Guide to Improvement and Change*, and *Executive Focus: Your Life and Career*.

Epstein & Fass Associates

Mr. Paul Epstein leads the Results That Matter Team of Epstein & Fass Associates and has over 25 years of experience in performance management, strategy management, and sharing innovation. He received the American Society for Public Administration's (ASPA's) lifetime achievement award for distinguished performance measurement practice. He has assisted local, state, federal, United Nations, and nonprofit organizations including public health departments across the U.S. He led development of the Effective Community Governance and Community Balanced Scorecard (CBSC) methodologies. He has assisted community health partnerships, state and local health departments, and Medical Reserve Corps across the country in using these tools for developing collaborative strategies to improve outcomes, for example, for obesity, chronic disease, access to care, behavioral health, and preparedness. CBSC tools build directly on the Essential Services of Public Health and accreditation standards and have been used for strategic planning and community health improvement planning. His many publications include three books, *Using Performance Measurement in Local Government* (1984 & 1988), *Auditor Roles in Government Performance Measurement* (lead author, 2004), and *Results That Matter* (lead author, 2006) and three chapters (lead author and co-author) in PHF's *The Public Health Quality Improvement Handbook* (ASQ Press, 2009). An ASPA committee he chaired was cited by the U.S. Congress in passing the Government Performance and Results Act of 1993. That year he also assisted Vice President Gore's National Performance Review. Years before, he was Manager of Citywide Productivity for the New York Mayor's Office. Mr. Epstein has an engineering degree from the Massachusetts Institute of Technology and has taught graduate public management at New York University, the University of Hartford, and Baruch College.

Ms. Martha Marshall is a Resource Consultant for the Results That Matter Team. She has over 25 years of experience in helping public and nonprofit organizations transform systems and processes to improve results. Her practice focuses on strategic planning, strategy mapping and balanced scorecards, budgeting for outcomes, and performance management. Clients have included over 50 cities, counties, states, and nonprofits including: The Urban Institute, ICMA, the Innovation Groups, the National Civic League, most major cities and counties in Virginia, and local governments nationally from California to the Cities of Philadelphia and New York. With the Public Strategies Group, Martha helped Polk County FL and the State of Louisiana implement Budgeting for Outcomes by coaching results teams to develop results (strategy) maps and requests for results. With The Abrahams Group, she implemented performance-based budgeting and performance management processes in many localities including cities of Alexandria VA, Newark NJ, Hartford CT, Springfield MA, Richmond VA and the counties of Hernando FL and San Jose CA. She helped the Results That Matter team develop the Effective Community Governance Model that combines performance management and community engagement. As head of an internal consulting unit for 18 years in Prince William County, VA, she helped design and implement an innovative managing-for-results system recognized as a benchmark by the National Performance Review, the American Society for Public Administration (ASPA), and the Governmental Accounting Standards Board. Martha is a former National Council member of the ASPA and past fellow of its Center for Accountability and Performance. She received a Masters Degree in Urban Management from Virginia Tech and graduated from Randolph College Phi Beta Kappa. She has served as an adjunct professor in performance management for George Mason University in Fairfax, Virginia.

Dr. Lyle Wray serves as a Resource Consultant for the Results That Matter Team and is Executive Director of the Capitol Region Council of Governments in Hartford, Connecticut. For over 25 years, his work has emphasized measuring and improving public services and engaging citizens. He was Dakota County (MN) Administrator after serving as Director of Human Services, the department responsible for public health. Dr. Wray was a court monitor for institutional reforms and deinstitutionalization for persons with developmental disabilities in Minnesota. He headed developmental disabilities services in Newfoundland and Labrador as well as outcomes measurement in the Minnesota Human Services Department. Dr. Wray was Executive Director of the Citizens League in Minnesota when he teamed with Paul Epstein not only to co-lead Sloan Foundation-funded research that led to the Effective Community Governance (ECG) Model but also to co-author the related book, *Results That Matter* (Jossey-Bass, 2006). He also co-authored two chapters in PHF's *The Public Health Quality Improvement Handbook* (ASQ Press, 2009). ECG and Community Balanced Scorecards, which Dr. Wray also helped to develop, bring a new strategic community focus to public health QI. Dr. Wray pioneered the concept of citizens playing multiple roles in community improvement, published in ICMA's *Public Management* and *Results That Matter*. Dr. Wray has also been Director of the Ventura County Civic Alliance in California and a consultant to governments and nonprofits in the U.S. and abroad. He teaches graduate courses in service outcomes, e-government, and public service reform. He has a BA, MA, and PhD from the University of Manitoba.

Harry Lenderman, EdD

Dr. Lenderman has extensive experience and expertise in quality improvement from his 25 years at Marriott Corporation Healthcare and Sodexo USA Healthcare, working in Quality Improvement, Process Improvement, Human Resources, and Supervisory, Management and Training leadership. He has been responsible for strategic alignment and direction of Human Resources, Training and Development, Labor Relations, Compensation, and Collective Bargaining Agreements for over 800 geographically dispersed units in North America. Dr. Lenderman has been recognized for his ability to identify practical solutions to difficult organizational problems and to build enterprise-wide support for critical priorities and strategic initiatives. He is regarded as an expert in creating customer-focused teams that build a sense of community and support of organizations with diverse business lines and multi-site geographically dispersed operations. He is characterized as an entrepreneurial hands-on management practitioner and change agent. His innovative business approach to leadership is focused on human capital ROI with outstanding planning, motivational team-building, negotiation and communication skills. His quest for a process of aligning organizational goals and initiatives while serving the needs of the individual has resulted in a learning process that has been named the “Democratization of Adult Education.” Dr. Lenderman is co-author of the book entitled *Performance-Based Degrees Earned at Work* which documents the action learning process and highlights the personal progress of the students at Sodexo Corporate University.

Marlene (Marni) Mason, MBA

Ms. Mason manages a consulting practice specializing in assessment and improvement of public health practice, development of performance standards for public health, preparation for Public Health Accreditation Board (PHAB) and for NCQA accreditation, and operational and clinical improvement in general healthcare, public health, and behavioral health organizations. She also has expertise in assessment and compliance with performance standards such as the National Committee for Quality Assurance (NCQA), the National Public Health Performance Standards (NPHPSP), and the Baldrige Criteria for Performance. She served as consultant to the PHAB in the development of the national Standards for Public Health for voluntary accreditation and in training the PHAB Beta Test site reviewers. Ms. Mason has more than 20 years of experience in teaching the application of quality improvement methods and tools and helping clients integrate quality planning and improvement into organizational culture. Recently, Ms. Mason has been consulting with the Multistate Learning Collaboratives, facilitating quality improvement (QI) teams and teaching QI methods and tools to public health leaders in numerous states, including workshops in Illinois, Kansas, Montana, Ohio, Oklahoma, Washington and for national conferences for ASTHO, NACCHO, NIHB and NNPHI. She serves as consultant for the Washington State Quality Improvement Initiative (2006, 2007, 2008-2010) and the Illinois PHI Collaborative (2009-2010) to improve public health performance. Marni has co-authored articles regarding performance management in public health and has contributed to *The Public Health Quality Improvement Handbook* and *Embracing Quality in Local Public Health: Michigan's Quality Improvement Guidebook*.

John (Jack) W. Moran, Jr., PhD, CQM, CMC

Dr. Moran is a Senior Quality Advisor with the Public Health Foundation (PHF). He brings to PHF over 30 years of quality improvement expertise in developing quality improvement tools and training programs, implementing and evaluating quality improvement programs, and writing articles and books on quality improvement methods, including *The Public Health Quality Improvement Handbook* and *Executive Focus: Focusing Your Life and Career*. In his role with PHF, he provides consultation, training, and technical assistance to the public health field and has conducted several visits to local and state health departments including Minnesota, New Hampshire, New Jersey, Oklahoma, and Pennsylvania. Dr. Moran is a retired Senior Vice-President of Information Systems, Administrative and Diagnostic Services at New England Baptist Hospital. He has also served as Chief Operating Officer of Changing Healthcare, Incorporated, specializing in management consulting and educational support to healthcare organizations. For 21 years, Dr. Moran was employed at Polaroid Corporation where he worked in various senior management roles in manufacturing, engineering, and quality. His last position was as the Director of Worldwide Quality and Systems. For 20 years, Dr. Moran was an Adjunct Professor in the School of Engineering at the University of Massachusetts at Lowell. Dr. Moran has been active in the American Society of Quality (ASQ) as a Fellow of the Society and as past Exam Chair of the Certified Quality Manager's Exam. Dr. Moran is an ASQ Certified Quality Manager (CQM) and a Certified Management Consultant (CMC) by the Institute of Management Consultants. Dr. Moran is a member of the Malcolm Baldrige Board of Examiners. He holds a BS, MBA, MS, and PhD in education from Walden University.

William (Bill) Riley, PhD

Dr. Riley has over 20 years of experience in public health and specializes in the area of quality improvement and quality control and safety. As the current Associate Dean of the University of Minnesota School of Public Health, Dr. Riley teaches healthcare quality improvement, finance, and process control. Dr. Riley has experience as a senior healthcare executive at several healthcare organizations where he has developed and implemented effective quality control systems and led numerous process improvement initiatives. Dr. Riley is also the author of numerous studies and articles related to quality control, patient safety, and healthcare management. He has consulted nationally on numerous quality improvement projects.

Fredia Wadley, MD, FAAP, MSHPA

Dr. Wadley has over 25 years of experience in public health at the local, regional, and state levels, including her service as the Director of the Nashville Health Department and Commissioner of the Tennessee Health Department. She combines her knowledge, skills, and competencies in public health with those achieved over the past five years in quality improvement work with the Delmarva Foundation, the Quality Improvement Organization for Maryland and the District of Columbia. This combined set of skills allows Dr. Wadley to provide practical technical assistance and training on quality improvement/performance management issues for all levels of the public health workforce.