

## *Quality Health Care for Limited English Proficient Populations Hablamos Juntos Lessons Learned*

**Jim Bolek** brings fifteen years of professional experience to JRC Design. Recently, he completed a report for Hablamos Juntos, a program of The Robert Wood Johnson Foundation entitled "Symbol Usage In Health Care Settings for People with Limited English Proficiency" which examined the background of symbol graphics and their use, or non-use in health care facilities. He found that there are no standard symbols for such facilities, and provided guidelines to develop a standard system. The development of these standards is the subject of his presentation.

Jim has been the lead graphic designer for diverse projects including Valley Metro, the light rail system being developed for the Phoenix area; Heard Museum, the nation's leading museum of Native American Art; various master planned communities and retail centers; The Town of Gilbert Public Safety Campus; and Maricopa County Juvenile Detention Facilities.

Prior to joining JRC Design in 1999, he served as head of the environmental graphic design department at SGL Design (now Catapult Design) in Phoenix and also as an environmental graphic designer for Cornoyer Hedrick, Inc (now DFD/CH) heading their graphic design department for both print and environmental graphic projects during his last three years there.

Jim has coordinated all phases of environmental graphics projects for planned communities, office, retail, museum and residential environments, and has taught seminars in EGD at the University of Arizona and Northern Arizona University, and given presentations on the Hablamos Juntos project to the Institute of Medicine of the National Academies, the American Institute of Graphic Arts (AIGA) and the Society for Environmental Graphic Design (SEGD).

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**Jamie R. Cowgill** started in the environmental graphics discipline in 1984, Jamie served for five years as Art/Creative Director for Bleier Industries, one of the Phoenix's most respected architectural and custom signage design and manufacturing firms. At Bleier she was responsible for all phases of the design and fabrication processes, including programming, wayfinding, design, design development, coordination and construction documentation for many of the Valley's larger signage projects. In this role, she gained the understanding that at the end of the design process is the fabrication reality.

She also was instrumental in writing the first comprehensive sign package request for a special use permit in 1986. This comprehensive package submitted to the City of Phoenix assisted in establishing the graphic content and format for future applications.

As owner and design director of JRC Design since its inception in 1988, all projects are initially programmed and design directed by Jamie. Through all aspects of the project, Jamie oversees design and technical aspects, value engineers design decisions, and represents the project's design through all approval processes with governing municipalities. As regional representative for SEG D, Jamie is active in the organization to advance education in the field of environmental graphics and to promote local and regional events and programs for SEG D members.

### Significant Projects

Phoenix Plaza 11 Floor Parking Garage, Grand Canyon National Park Airport; Scottsdale Water Campus; Scottsdale Civic Center Library; The Country Club in Manilla, Philippines; Scottsdale Promenade; Scottsdale HealthCare System; East Valley Regional Health Systems; (Catholic Healthcare West), the Portales, Scottsdale; Phoenix Desert

Botanical Garden, METRO - Phoenix Light Rail, Fort McDowell Resort, Conference Center and RV Park, Promenade Scottsdale, Hablamos Juntos Universal Symbol study for Health care facilities (a Robert Wood Johnson Foundation project).

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**Brenita Crawford** currently serves as Chief Operating Officer for the Regional Medical Center at Memphis (The Med). The Med is a teaching hospital with 10 community-based primary care centers, specialty care ambulatory complex and a Medicaid HMO serving the Mid-South region. Key specialty services include but are not limited to Level III Neonatology Center, Level I Trauma Center and Burn Center.

Previous positions held include Executive Vice-President, Methodist Health Care System in Houston, TX, President/CEO, Mercy-Detroit Community Health Care System and Group Vice president, Urban Health, Henry Ford Health System, both in Detroit, MI.

Professionally, she is a member of American College of Health Care Executives, American Academy of Medical Administrators, and an at large member of the American Hospital Association. Brenita has served on many association and state health policy boards, community and civic organizations.

She continues to be active in her field and community and serves on a number of boards including the National Center for Health Leadership, Advisory Board for the School of Health Related Professions, and University of Alabama at Birmingham, Tennessee Hospital Association Council on Diversity and locally on the board of the Church Health Center, and The Lifeblood Foundation board.

Brenita has a B.S. Degree in Biology from Jackson State University and a M.S. in Health Services Administration from the University of Alabama at Birmingham. She is currently pursuing a Doctoral degree in Health Administration and Policy from Medical University of South Carolina at Charleston.

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**Chris Koller** is Rhode Island's first Health Insurance Commissioner. Created by legislation in 2004, the Health Insurance Commissioner is responsible for regulating health plan rates, reserves and business conduct, consumer protection, fair treatment of providers and "directing the insurers towards policies that advance the welfare of the public". Appointed to the role in 2005 by Governor Donald Carcieri, Mr. Koller also serves as the Administration's health policy coordinator and convenes the Administration's efforts to develop, coordinate and implement a comprehensive health policy agenda to improve access to health care, maintain and raise standards of quality and address rising medical costs.

Prior to this post, Mr. Koller was the Chief Executive Officer of Neighborhood Health Plan of Rhode Island, a 73,000 member HMO founded in 1994 by Rhode Island's Community Health Centers that primarily serves enrollees in Rlite Care, the State's managed care program for low and moderate-income families. Under Mr. Koller's leadership, NHPRI was the first community health center affiliated health plan to attain an "Excellent" rating from the National Committee for Quality Assurance and it achieved national recognition for its unique partnerships with community health centers, the state and private institutions in the service of medically underserved populations.

Mr. Koller is former chair of RI's HMO Association and the founding Chair of the Association of Community Affiliated Plans, a national membership association of 17 Medicaid Managed Care health plans, which comprises

approximately one million enrollees. In 2002 he chaired the Health Care Advisory Committee for the transition team of Governor-elect Carcieri. He is an Adjunct Professor in the Program of Public Health at Brown Medical School.

Mr. Koller has also been a contracts and operations manager in a series of positions for an HMO in Buffalo, New York and served as a consultant to the Bureau of Primary Health Care.

Mr. Koller is a summa cum laude graduate of Dartmouth College, and holds Master's Degrees in Management and Religion from Yale University.

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**Joseph W. "Chip" Marshall III** is Chairman and CEO of the Temple University Health System, a major academic health care delivery system in Philadelphia with five hospital campuses, 8,000 employees and approximately \$1 billion in annual revenues.

Marshall has had a life-long involvement with Temple University. He received his bachelor's degree in political science in 1975 and his law degree in 1979 from Temple. In 1990, he was asked to join the University's Board of Trustees. Given his background in healthcare law, he became increasingly involved with issues facing Temple University Hospital and, in 1993, joined the Hospital's Board of Governors. Marshall was a founding member of the Temple University Health System Board of Directors in 1995. He served as Vice Chairman of this Board from 1999-2000 and was named Chairman in 2000, a position he continues to hold. From 1999-2001, Marshall served as counselor to the President of Temple University. He was named CEO of the Health System in 2001.

Marshall has always been very involved in community service. From 1986-1989 and then again from 1992-1994 he served on the Pennsylvania State Ethics Commission, the body responsible for administering and enforcing the Ethics Act, which regulates the conduct of virtually every public employee, elected official and candidate for public office in the state. He served as Vice Chairman of the Commission in 1987 and Chairman from 1988-1989.

In addition, Marshall is a member of numerous Boards including the Temple University Board of Trustees, the Greater Philadelphia Chamber of Commerce, the Pennsylvania College of Optometry, the Delaware Valley Healthcare Council, Health Partners, and Operation Good Neighbor. He is a past board member of the Hospital and Health System Association of Pennsylvania and the University City Sciences Center. From 2002-2004, he served as Chairman of the American Heart Association Heart Walk in Philadelphia.

Marshall is the only CEO of a leading academic health system to be a member of the U.S. Department of Health and Human Services Medicaid Advisory Commission. In addition, he is one of seven board members on the Pennsylvania Gaming Commission, the group charged with organizing the state's entry into the gaming industry.

After graduating from Temple as an undergraduate, Marshall worked for the City of Philadelphia and the Montgomery County Community Action Program, helping write the first community development block grants. He then served as a Staff Attorney at the Mid-Atlantic Legal Foundation, where he represented individual and corporate clients.

In 1984, Marshall established Goldman & Marshall, P.C., a Philadelphia law firm specializing in corporate health law. The firm had a national client list that included individual practitioners, for-profit companies, academic medical centers and health care systems. He has also served as President of Managed Care Strategies, Inc., a health care consulting firm that provided a fully integrated set of business, marketing and contracting services to health care providers operating in the managed care delivery system.

Marshall has published and lectured extensively on a variety of subjects relating to health care and the managed care system. Topics include: Managed care issues, contract negotiations, mergers and acquisitions, specialty provider liability, patient confidentiality, and reimbursement. Representative publications and forums include: *Behavioral Healthcare Tomorrow*, *The EAP Monitor*, the National Association of Home Care Annual Meeting, the HCA Psychiatric Medical Directors' Association Annual Meeting, and the National Association of Addiction Treatment Providers Annual Meeting.

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**John Miller** is the President and CEO of AnMed Health. AnMed Health is one of South Carolina's most comprehensive health care delivery systems. It includes a 533-bed acute care medical center, a 40-bed rehabilitation hospital, a 27-bed chemical dependency hospital and a network of over 20 outpatient health care delivery sites in South Carolina and Georgia. The system recently opened a 72-bed Women's and Children's Hospital and a comprehensive Cancer Center.

AnMed Health has received numerous recognitions for its commitment to community health improvement.

As well as leading AnMed Health, Mr. Miller has served on a number of local, state and national Boards during his career and currently serves on the Board of Directors of Partners for a Healthy Community, the South Carolina Hospital Association and the American Hospital Association Regional Policy Board. He also serves on the Boards of the Anderson Area Chamber of Commerce, the South Carolina Chamber of Commerce and Leadership South Carolina.

Mr. Miller graduated from the University of North Carolina – Chapel Hill and received his MHA from Duke University, served as a United States naval officer and has been married for nearly 35 years to Julie Felts. They have three grown children.

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**Risa Lavizzo-Mourey, M.D., M.B.A.**, is the fourth president and chief executive officer of The Robert Wood Johnson Foundation, a position she assumed in January 2003. Under her leadership, the Foundation implemented a defining framework that focuses its mission to improve the health and health care of all Americans and set bold objectives in nursing, healthcare disparities, childhood obesity as well as improving public health and quality in the health care system. She originally joined the staff in April 2001 as the senior vice president and director, health care group. Prior to coming to the Foundation, Lavizzo-Mourey was the Sylvan Eisman Professor of Medicine and Health Care Systems at the University of Pennsylvania, as well as director of the Institute on Aging. Lavizzo-Mourey was the deputy administrator of the Agency for Health Care Policy and Research, now known as the Agency for Health Care Research and Quality.

Dr. Lavizzo-Mourey is the author of numerous articles and several books, the recipient of many awards and honorary doctorates and frequently appears on national radio and television. A member of the Institute of Medicine of the National Academy of Sciences, she earned her medical degree at Harvard Medical School followed by a Masters in Business Administration at the University of Pennsylvania's Wharton School. After completing a residency in internal medicine at Brigham and Women's Hospital in Boston, Massachusetts, Lavizzo-Mourey was a Robert Wood Johnson Clinical Scholar at the University of Pennsylvania, where she also received her geriatrics training.

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**M. Susan Ridgely, J.D.** is a Senior Policy Analyst at the RAND Corporation. She holds degrees in community organization and law, and is a health services researcher with 20 years of experience evaluating the delivery of health care to vulnerable populations.

Ms. Ridgely specializes in the design and implementation of qualitative studies, the management of qualitative data collection in large, multi-site evaluations, and the dissemination of findings on the implementation of health care innovations in "real world" settings. Currently, Ms. Ridgely is Co-Principal Investigator of the national evaluation of *Hablamos Juntos*, and Co-Investigator for the *AHRQ Patient Safety Evaluation Center*, focusing on the implementation of health information technology to improve patient safety.

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**Paul M. Schyve, M.D.** is the Senior Vice President of the Joint Commission on Accreditation of Healthcare Organizations. From 1989 until 1993, Dr. Schyve was Vice President for Research and Standards, and from 1986 until 1989, he was the Director of Standards at the Joint Commission. Prior to joining the Joint Commission, Dr. Schyve was the Clinical Director of the State of Illinois Department of Mental Health and Developmental Disabilities.

Dr. Schyve received his undergraduate degree from the University of Rochester, where he was elected to Phi Beta Kappa. He completed his medical education and residency in psychiatry at the University of Rochester, and has subsequently held a variety of professional and academic appointments in the areas of mental health and hospital administration, including as Director of the Illinois State Psychiatric Institute and Clinical Associate Professor of Psychiatry at the University of Chicago. Dr. Schyve is certified in psychiatry by the American Board of Psychiatry and Neurology and is a Distinguished Fellow of the American Psychiatric Association. He is a member of the Board of Directors of the National Alliance for Health Information Technology, a Founding Advisor of Consumers Advancing Patient Safety, and a former Trustee of the United States Pharmacopeial Convention. He has served on numerous advisory panels for the Centers for Medicare and Medicaid Services, the Agency for Healthcare Research and Quality, and the Institute of Medicine. Dr. Schyve has published in the areas of psychiatric treatment and research, psychopharmacology, quality assurance, continuous quality improvement, health care accreditation, patient safety, and health care ethics.

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**J. Knox Singleton** is President and CEO of Inova Health System, the nation's eighth most integrated health care delivery system and one of the largest in the metropolitan Washington region.

Through Mr. Singleton's stewardship over the past 19 years, Inova Health System has pursued its not-for-profit mission of providing health care to all, regardless of ability to pay, while offering state-of-the-art medical care to the residents of Northern Virginia. For five of the past seven years, U.S. News & World Report has named Inova Fairfax Hospital, Inova's flagship facility, as one of "America's Best Hospitals."

Mr. Singleton was first named to lead the organization in 1984 when it was called the Fairfax Hospital Association. He first joined the Fairfax Hospital Association as executive vice president for operations in 1983.

He has led Inova through a period of significant growth and expansion that continues today. Inova Health System is comprised of hospitals, nursing homes, several emergency and urgent care centers, assisted living communities, a home health agency and various community clinics.

Currently, Mr. Singleton is a director and officer of a variety of community organizations that address issues such as affordable housing and human services. In 2000, he received the distinguished Regent's Award from the American College of Health Care Executives (ACHE). The Award recognizes ACHE members who have shown exemplary leadership in the field of health care and who have contributed to the advancement of health care management excellence. Mr. Singleton also received the Distinguished Leadership Award from the Washington Chapter of the American Jewish Committee in 2000. He is a recipient of the 1993 Community Care Award for Health given by the Northern Virginia Community Foundation and was named the 1990 Citizen of the Year by the Washington Post.

Before joining Inova, Mr. Singleton served as the hospital director for the Hershey Medical Center of Pennsylvania State University in Hershey, PA, from 1978 to 1983. He was the assistant director of the Medical Center from 1975 to 1977. His first position in the health care field was in administration for the English National Health Service at Guy's Hospital in London, England.

He is a Phi Beta Kappa graduate of the University of North Carolina, where he earned a Bachelor of Science Degree in Business Administration in 1970. He received his Master's Degree in Health Administration from Duke University in 1973.

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**Mara Youdelman** has worked at the National Health Law Program (NHeLP) since August 2000 on issues including Medicaid, racial and ethnic disparities, data collection, reproductive health and immigrants' issues. Mara is co-author of *Racial, Ethnic and Primary Language Data Collection in the Health Care System: An Assessment of Federal Policies and Practices*. She is also co-author of NHeLP's *Ensuring Linguistic Access in Health Care Settings: Legal Rights and Responsibilities* and, from The Commonwealth Fund, *Promising Practices for Providing Language Services in Health Care Settings: Examples from the Field*. Mara is currently Project Director of the National Language Access Advocacy Project, funded by the California Endowment, to increase awareness of language access issues at the federal level.

Mara is also Co-Director of a project of The Commonwealth Fund to identify promising practices for providing language services in small health care provider settings as well as state and local benefit eligibility offices. Prior to joining NHeLP, Mara completed a teaching fellowship at Georgetown University Law Center's Federal Legislation Clinic and two years litigating for the Administration for Children's Services in New York City on child abuse and neglect cases. Mara earned her J.D. from Boston University School of Law and her LL.M. in Advocacy from Georgetown University Law Center.

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