

ACTION 4 Partnership Profiles

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Abt Associates ACTION IV Team

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Additional Key Staff: Stephen Hines, Ph.D., Stephen_Hines@abtassoc.com, and Micah Webster (Administrative Assistant), Micah_Webster@abtassoc.com

Partnership Mission, Niche, and Goals

Mission: To support AHRQ in executing the highest quality field-based research and practice improvement initiatives and to implement evidence-based solutions to care delivery that improve the health and well-being of individuals and populations.

Niche: Our team offers expertise in the four core ACTION IV objectives, the four emerging objectives, and the new effort to build a National Test Collaborative. In addition to Abt's researchers, clinicians, and data scientists, our team includes:

- Three learning health systems currently participating in value-based care payment models (Billings Clinic, Mayo Clinic, Montefiore Medical Center),
- A national association representing hundreds of high-performing health systems (AMGA),
- A leading quality improvement organization (Comagine),
- The largest healthcare accrediting body in the nation (The Joint Commission),
- Healthcare innovators (Ariadne Labs, Kaiser Permanente Washington Health Research Institute, University of Oklahoma Health Sciences Center), and
- Small business partners with expertise in health information technology design (Lantana Consulting Services) and development (Cognitive Medical), communications (Crosby Marketing Communications), and 508 compliance (Visual Connections).

Abt and our partners all have a demonstrated data-driven approach to improving care delivery.

Goals: To use data, methodological rigor, and innovation to improve the health and well-being of patients and populations by identifying, implementing, and disseminating high-value evidence-based healthcare delivery practices that promote continuous learning, whole-person care, and population health. We further aim to support novel uses of data and health information technology to spur innovation and advancement in promoting these goals.

States in Which Healthcare Provider Organizations Are Located: Arizona (Mayo Clinic), Florida (Mayo Clinic), Minnesota (Mayo Clinic), Montana (Billings), New York (Montefiore).

Partnership Composition

Member Type	Member Name
Healthcare Providers	
Inpatient	Billings Clinic Mayo Clinic Montefiore Medical Center
Ambulatory and Community Based	Billings Clinic Mayo Clinic Montefiore Medical Center
Long-Term Care	Billings Clinic
Integrated Healthcare Delivery Systems	Billings Clinic Mayo Clinic Montefiore Medical Center
Systems That Contain Federally Qualified Health Centers	Montefiore Medical Center
Primary Care Research Networks (Practice-Based Research Networks)	Billings Clinic Mayo Clinic Montefiore Medical Center
Health Services Research Organizations	
Academic	AMGA Ariadne Labs University of Oklahoma Health Sciences Center
Nonacademic	AMGA Kaiser Permanente Washington Health Research Institute/MacColl Center for Health Care Research
Other Advocacy, Quality, and Safety Organizations	AMGA Comagine Health The Joint Commission
Technical Support/Other Expertise	Cognitive Medical Systems Crosby Marketing Communications Lantana Consulting Group Visual Connections
Total Organizations (Including Prime):	14

Key Words for Major, Specific Areas of Partnership’s Expertise: primary care, post-acute care, hospice, hospitals, quality improvement, implementation science, data science, learning collaborative, opioid management, heart health interventions, health information technology tools, care management, team-based care, population health, electronic health records and other data, care models, practice support/facilitation, healthcare innovation, learning health system, shared decision-making tools, patient safety, healthcare quality

American Institutes for Research

Principal Investigator: Susan Baseman, sbaseman@air.org

Operational Lead: Daniel Harwell, धारwell@air.org

Partnership Mission, Niche, and Goals

The American Institutes for Research (AIR) ACTION IV partnership features multidisciplinary organizations with expertise in improving the quality, safety, and efficiency of healthcare for all Americans, with a special focus on older adults, rural Americans, and low-income individuals. The AIR team includes experts experienced in:

- Developing and testing interventions to improve healthcare safety and quality;
- Fostering patient, family, and stakeholder engagement;
- Strengthening connections between social service providers and healthcare providers to improve population health;
- Testing innovative health information technology applications; and
- Disseminating effective interventions to spread and increase uptake of evidence-based practices.

States in Which Healthcare Provider Organizations Are Located: AK, AR, AZ, CA, GA, FL, HI, IA, IL, IN, KY, MA, MD, MI, MN, NC, NE, NV, NY, OH, OR, PA, SC, TN, TX, WA, WI, WY.

Partnership Composition

Member Type	Member Name
Healthcare Providers	
Integrated Healthcare Delivery Systems	Atrium Health Baystate Health CommonSpirit Health Lehigh Valley Health Network Mayo Clinic Health System
Other Community Health Centers/Networks	AllianceChicago
Health Services Research Organizations	
Academic	Texas A&M University Center for Population Health and Aging
Nonacademic	American Institutes for Research
Professional or Trade Associations/Organizations	American Board of Family Medicine American Health Care Association AMGA Analytics LeadingAge
Other Advocacy, Quality, and Stakeholder Groups	

Member Type	Member Name
Quality Improvement or Measurement Organizations (Including Quality Improvement Organizations/Quality Innovation Networks)	HealthCentric Advisors IPRO Mountain-Pacific Quality Health TMF Health Quality Institute
Improvement or Learning Organizations	PFCCpartners
Other	Alliance for Better Health Camden Coalition of Healthcare Providers
Technical Support/Other Expertise	
Informatics/Data Analysis Organizations	Dynamic Content Group Premier Healthcare Solutions SoftDev
Total Organizations (Including Prime)	23

Key Words for Major, Specific Areas of Partnership’s Expertise: Patient, family, and stakeholder engagement; dissemination of evidence-based practices; learning health systems; social determinants of health; health equity; rural health; older adults; nursing homes

Additional Information: AIR has been an ACTION contractor since the first ACTION contract. Our team has conducted more than a dozen ACTION task orders to design, implement, evaluate, and disseminate interventions that promote AHRQ’s mission to produce evidence to make healthcare safer, higher quality, more accessible, equitable, and affordable.

Johns Hopkins Armstrong Institute for Patient Safety and Quality

Principal Investigator: Jill A. Marsteller, jmarste2@jhu.edu

Operational Lead: Bradford Winters, bwinters@jhmi.edu

Partnership Mission, Niche, and Goals

Mission: The Johns Hopkins Armstrong Institute ACTION IV Network has as its mission the meticulous stewardship of nationwide implementation of best-practice care to produce quality, safety, patient-centeredness, and equity, for the ultimate benefit of all patients. We seek to advance excellence in real-time, real-world healthcare provision and to contribute to the science of evidence-based practice through robust testing and evaluation.

Niche: Our niche among ACTION IV networks is as a university-led, academic-medical-center based network that partners with many other types of healthcare providers, quality management organizations, data and technology firms, and health services research companies to provide breadth and depth of services to AHRQ. The strengths of the Armstrong Institute network have traditionally been in clinical expertise; large-scale collaborative implementation of evidence, particularly in patient safety; and sophisticated evaluation design, execution, and dissemination.

Our partners for ACTION IV are strategically chosen to increase the strengths of the prime and address any weaknesses via their complementary services. We have expanded our capabilities in information processing, data access and protection, and technology/application development. We have also focused on increasing access to primary care venues. Finally, we have sought to highlight and enhance our expertise in whole-person care, the social determinants of health, and engagement with communities.

Goals: We aim to continue to support AHRQ as a frequent partner in the realization of its goal to improve the quality of care patients receive and experience in the United States and beyond.

States and Territories in Which Healthcare Provider Organizations Are Located: Arkansas, Florida, Georgia, Maryland, Nevada, Ohio, Puerto Rico, Tennessee, and all 50 States, the District of Columbia, and Puerto Rico, via the National Association of Community Health Centers).

Partnership Composition

Member Type	Member Name
Healthcare Providers	
Inpatient	Johns Hopkins Health System University Hospitals (OH) Arkansas Hospital Association Georgia Hospital Association Nevada Hospital Association Puerto Rico Hospital Association Tennessee Hospital Association
Ambulatory	Johns Hopkins Health System

Member Type	Member Name
	University Hospitals (OH) Ambulatory Surgery Center Association Ambulatory Surgery Center Quality Collaboration
Federally Qualified Health Centers	National Association of Community Health Centers
Health Services Research Organizations	
Academic	Armstrong Institute Center for Diagnostic Excellence Center for Healthcare Organizational and Innovation Research (CHOIR), UC Berkeley School of Public Health Disparities Solutions Center, Massachusetts General Hospital (MGH) Johns Hopkins Bloomberg Center for Health Services and Outcomes Research Johns Hopkins Bloomberg School of Public Health Johns Hopkins University Evidence-based Practice Center Johns Hopkins University School of Nursing Leonard Davis Institute of Health Economics at University of Pennsylvania Stanford Clinical Excellence Research Center University of Maryland, Baltimore (UMB), The PATIENTS Program
Nonacademic	2M Research IBM Watson Health Palliative Care Research Cooperative Group Social & Scientific Systems, Inc.
Health Plans/Insurers	Johns Hopkins HealthCare, LLC
Professional or Trade Associations/Organizations	American Hospital Association Arkansas Hospital Association Georgia Hospital Association Nevada Hospital Association Puerto Rico Hospital Association Tennessee Hospital Association Ambulatory Surgery Center Association Ambulatory Surgery Center Quality Collaboration Center for Health Innovation

Member Type	Member Name
	National Association of Community Health Centers Society to Improve Diagnosis in Medicine
Other Advocacy, Quality, and Stakeholder Groups	
Quality Improvement or Measurement Organizations (including Quality Improvement Organizations/Quality Innovation Networks)	Health Quality Innovators, Inc. Health Services Advisory Group, Inc. The Leapfrog Group National Committee for Quality Assurance Qlarant Quality Solutions, Inc. Quality Insights
Improvement or Learning Organizations	American Hospital Association Center for Health Innovation Society to Improve Diagnosis in Medicine
Technical Support/Other Expertise	
Communications/Web Application Organizations	Bixal Center for Social Design, Maryland Institute College of Art Zipperer Project Management
Informatics/Data Analyses Organizations	Center for Population Health Information Technology, Johns Hopkins Bloomberg School of Public Health Johns Hopkins Technology Innovation Center Logica Health Medisolv, Inc.
Total Organizations (Including Prime)	40

Key Words for Major, Specific Areas of Partnership’s Expertise: health services research, practice improvement, data and analytics

Additional Information: Our partners provide regional spread, specialized expertise (e.g., algorithms to extract electronic health record data), or resources (e.g., longitudinal databases) and some crossover expertise or resources that will allow us to nimbly respond to task orders. Our partnership includes healthcare organizations affiliated with general acute care hospitals, ambulatory surgery centers, primary care practices, and community health centers across the United States. In addition, one partner is the Johns Hopkins Technology Innovation Center, who supports our health system and has 40 software developers, designers, and data scientists, is positioned to support the National Test Collaborative.

We also have academic and nonacademic health services research (HSR) organizations who have worked in clinical or public health settings for decades to improve quality and access to care across the continuum of care. One HSR organization is sought after by researchers across the United States for their experience in engaging underrepresented populations in research (e.g.,

individuals with impairments). Also partnered are quality improvement networks and quality improvement organizations who can more broadly engage and connect healthcare providers, patients, and other stakeholders (e.g., community and government) in initiatives and accelerate the spread and uptake of best practices.

Several of our partners have data and analytics expertise, manage large databases, and thoroughly understand data sharing, standards, and other related aspects. The State hospital associations in our partnership will play an important role because they offer a large pool of sites across the United States and Puerto Rico from which to recruit for field-based testing of interventions. Our partnership also has technology and project management firms.

Booz Allen Hamilton AHRQ Action IV Team

Principal Investigator: Ping Yu (yu_ping@bah.com)

Operational Lead: Sandy Lesikar (lesikar_sandra@bah.com)

Partnership Mission, Niche, and Goals

The Booz Allen team will bring its strength in technology, data-driven approaches, research tools and processes, program evaluation, and learning and diffusion to focus our efforts on two of AHRQ's goals for this contract:

- Promoting continuous learning and development for learning health systems:
 - Support efforts by learning health systems to use knowledge and data to support continuous improvement in clinical care and care delivery.
- Supporting efforts to build a national test collaborative:
 - Support preliminary phase efforts to build a national test collaborative to test health information technology tools in the real world before they are disseminated for use.

States in Which Healthcare Provider Organizations Are Located: Our team has providers in Arkansas, Delaware, Florida, Georgia, Kansas, Missouri, Louisiana, New Jersey, Oklahoma, Pennsylvania, Tennessee, and Texas. In addition, our Quality Improvement Network-Quality Improvement Organization partners have access to providers and practitioner organizations in Alabama, Idaho, Kentucky, Mississippi, Nevada, New Mexico, Ohio, Oregon, Utah, and Washington.

Partnership Composition

Member Type	Member Name
Healthcare Providers	
Integrated Healthcare Delivery Systems	Mercy Health System Nemours Children's Health System Vanderbilt University Medical Center
Research Organizations	
Health Services Research Organizations (Nonacademic)	Booz Allen Hamilton Dobson DaVanzo LeadingAge
Other Advocacy, Quality, and Stakeholder Groups	
Advocacy Groups or Organizations	Institute for Patient- and Family-Centered Care (IPFCC)
Quality Improvement or Measurement Organizations (including Quality Improvement Organizations-Quality Innovation Networks)	Comagine Health Qsource

Member Type	Member Name
Improvement or Learning	HCD International HealthTeamWorks
Other	National Committee for Quality Assurance
Technical Support/Other Expertise	
Communications/Web Application Organizations	Duty First Consulting
Informatics/Data Analysis Organizations	Praescent Analytics
Other Technical Support	RELI Group
Total Organizations (Including Prime)	16

Key Words for Major, Specific Areas of Partnership’s Expertise: Learning systems, innovative analytics, translational research, information technology modernization, burden reduction, patient-centered care

Additional Information:Booz Allen has assembled a partnership of 16 innovative, highly resourced organizations to execute AHRQ’s ambitious agenda. As a new prime on this contract, we thoughtfully built our ACTION 4 team.

We used our experience supporting projects as a subcontractor on ACTION 1 and 2, our analysis of the successful attributes of ACTION 3 partnerships, and our understanding of how AHRQ’s priorities have evolved to shape the ACTION 4 contract to identify partners that complement Booz Allen’s core competencies.

Our partnership’s goal is to bring together Booz Allen’s deep practical experience developing and successfully deploying innovative strategy and technology solutions for Federal clients, with the expertise and access of health systems, patient advocacy and stakeholder engagement organizations, Quality Improvement Organizations-Quality Improvement Networks), and health services research institutions that focus on conducting and implementing translational research.

University of Colorado – Anschutz Medical Campus (Denver): Colorado ACTION Partnership (CAP)

Principal Investigator: Mark Gritz, mark.gritz@cuanschutz.edu

Operational Lead: Bonnie Jortberg, bonnie.jortberg@cuanschutz.edu

Partnership Mission, Niche and Goals

The mission of the Colorado ACTION Partnership (CAP) is to integrate practice-based research and implementation science into practice-based implementation research. CAP is composed of comprehensive university-based healthcare delivery systems, organizations of affiliated healthcare providers, independent healthcare providers participating in research networks, researchers, implementation and quality improvement scientists, and communications experts.

CAP is geographically focused in Rocky Mountain and Great Plains States but has a national scope that includes comparable organizations outside this region, including rural and frontier areas. This geographic focus and national reach permits us to cost-effectively initiate and study health system innovations across geographically diverse settings that present different challenges for implementation, dissemination, and sustainability.

Our partnership has developed a deep understanding and commitment to pragmatic research, building on our long and successful history of establishing and working with practice-based research networks (PBRNs) and other healthcare delivery systems. Our work includes developing and translating research findings into healthcare practice through the active participation of practitioners, patients, and other stakeholders. We also conduct research in real-world settings to understand the processes through which practices and organizations adopt new approaches and the context in which these innovations result in sustained changes.

Our partnership brings a great breadth and depth of capabilities and provides diverse test beds to investigate approaches to becoming data-driven continuous learning health systems. CAP includes safety net systems ranging from a large integrated system to a statewide network of community health centers, as well as regional and national PBRNs that provide access to practices of all types. In addition, the Palliative Care Research Cooperative (PCRC) strengthens our focus across the lifespan. Our members bring expertise in continuous data-driven quality improvement, data management, implementation, dissemination, and evaluation, including survey research capabilities and expertise in health disparities and equity.

States in Which Healthcare Provider Organizations Are Located: California, Colorado, Nebraska, New Mexico, Texas, Virginia, and Wyoming for affiliated health systems; nationwide for ambulatory care practices.

Partnership Composition

Member Type	Member Name
Healthcare Providers	
Inpatient	Children’s Hospital Colorado Denver Health and Hospital Authority

Member Type	Member Name
	University of California, San Francisco University of Colorado Health University of Colorado High Plains Research Network University of New Mexico Virginia Commonwealth University
Ambulatory	American Academy of Family Physicians National Research Network Children’s Hospital Colorado Denver Health and Hospital Authority State Networks of Colorado Ambulatory Practices and Partners University of California, San Francisco University of Colorado Health University of New Mexico University of Texas Health, San Antonio Virginia Commonwealth University
Federally Qualified Health Centers	Colorado Community Health Network Denver Health and Hospital Authority
Primary Care Research Networks	American Academy of Family Physicians National Research Network State Networks of Colorado Ambulatory Practices and Partners
Research Organizations	
Academic	University of California, San Francisco University of Colorado University of New Mexico University of Texas Health, San Antonio Virginia Commonwealth University
Nonacademic	2M Research Center for Health Systems Research at Denver Health Insight Policy Research Mathematica Robert Graham Center
Research Consortia	Palliative Care Research Cooperative Group
Professional or Trade Associations/Organizations	American Academy of Family Physicians American Board of Family Medicine
Other Advocacy, Quality, and Stakeholder Groups	
Quality Improvement or Measurement Organizations (Including Quality Improvement Organizations/Quality Innovation Networks)	Great Plains Quality Innovation Network Telligen Texas Medical Foundation
Improvement or Learning	Colorado Community Health Network

Member Type	Member Name
	HealthTeamWorks
Technical Support/Other Expertise	
Communications/Web Application Organizations	Klein Buendel
Informatics/Data Analysis Organizations	Colorado Community Managed Care Network Colorado Regional Health Information Exchange Quality Health Network
Other Technical Support	2M Research
Total Organizations (Including Prime)	29

Key Words for Major, Specific Areas of Partnership’s Expertise: implementation science, practice transformation, learning health systems, comprehensive primary care, including behavioral health integration, care transitions and post-acute care, practice-based research networks, shared decision making and patient self-management, safety net providers and federally qualified health centers, community and patient engagement.

Additional Information: Experience and interest in exploring options for collaborations with other ACTION IV partnerships.

IMPAQ International, LLC

Principal Investigator: Kendall Hall, M.D., khall@impaqint.com

Operational Lead: David P. Baker, Ph.D., dbaker@impaqint.com

Partnership Mission, Niche, and Goals

The IMPAQ ACTION IV team includes IMPAQ and 18 partners with expertise in learning health systems; development of tools and resources; data analytics and health information technology (IT) services; and best-in-class performance. The IMPAQ team offers a partnership with broad capabilities to submit competitive bids for most ACTION task orders, as well as focused data analytic and health IT-related capabilities required to support the National Test Collaborative, value-based care, and population health initiatives.

States in Which Healthcare Provider Organizations Are Located: California, Nevada, New York, North Carolina, Ohio.

Partnership Composition

Member Type	Member Name
Healthcare Providers	
Healthcare Providers (Inpatient)	Atrium Health MetroHealth Northwell Health Renown Health UC Davis Health
Healthcare Providers (Ambulatory)	Atrium Health MetroHealth Northwell Health Renown Health UC Davis Health
Health Services Research Organizations	
Academic	University of Michigan University of Nevada, Las Vegas UC Davis Health
Nonacademic)	IMPAQ International, LLC
Other Advocacy, Quality, and Stakeholder Groups	
Quality Improvement or Measurement Organizations (including Quality Improvement Organizations/Quality Innovation Networks)	Healthcentric Advisors Telligen The Joint Commission
Improvement or Learning	Cynosure Health Iowa Healthcare Collaborative
Technical Support/Other Expertise	
Informatics/Data Analysis Organizations	Cerner

Member Type	Member Name
	Deloitte IBM Watson Health Logica Health Northrop Grumman OCHIN
Total Organizations (Including Prime)	19

Key Words for Major, Specific Areas of Partnership’s Expertise: data analytics, Medical Expenditure Panel Survey, synthetic data, PSNet, data products, data visualization, health IT, patient safety, spread, TeamSTEPPS, learning and diffusion, training evaluation, chronic kidney disease, opioid use disorder, medication adherence, quality measures

Additional Information: IMPAQ International’s Health Division consists of over 150 staff with advanced degrees in health economics, epidemiology, public policy, health policy, psychology, sociology, clinical care, and data science. Our work spans policy implementation, training and policy impact evaluation, learning and diffusion, measure development, and technical assistance.

IMPAQ currently supports:

1. AHRQ’s efforts to increase the utility of Medical Expenditure Panel Survey, Healthcare Cost and Utilization Project, and *National Healthcare Quality and Disparities Report* data through the provision of analytic services;
2. AHRQ’s efforts to develop an all-payer synthetic database; and
3. AHRQ’s PSNet.

The IMPAQ team also has a long history of supporting the AHRQ TeamSTEPPS® program and healthcare-associated infections work and recently made significant contributions to *Making Healthcare Safer III*. IMPAQ’s ACTION 4 network provides expertise in data analytics, health informatics, and delivery of safe and efficient care.

John Snow, Inc.

Principal Investigator: James Maxwell, Jim_Maxwell@jsi.com

Operational Lead: Angel Bourgoïn, Angel_Bourgoïn@jsi.com

Partnership Mission, Niche, and Goals

John Snow, Inc., is a public health research and consulting firm dedicated to improving the health of underserved people and communities.

States in Which Healthcare Provider Organizations Are Located: California, Colorado, Maine, Massachusetts.

Partnership Composition

Member Type	Member Name
Healthcare Providers	
Long-Term Care	Colorado Visiting Nurses Association
Integrated Healthcare Delivery Systems	Boston Medical Center Denver Health and Hospital Authority Keck Medicine of USC
Federally Qualified Health Centers	AltaMed Health Services Corporation Penobscot Community Health Center
Primary Care Research Networks	
Other Community Health Centers/Networks	The Opportunity Alliance Tri-County Mental Health Services
Health Services Research Organizations	
Academic	University of California, San Francisco Social Interventions Research and Evaluation Network University of New Hampshire Institute for Health Policy and Practice
Nonacademic	MacColl Center for Health Innovation Qualadigm
Professional or Trade Associations/Organizations	California Primary Care Association Colorado Community Managed Care Network Integrated Healthcare Association National Council for Behavioral Health Wisconsin Primary Health Care Association
Other Advocacy, Quality, and Stakeholder Groups	
Advocacy Groups or Organizations	Community Catalyst

Member Type	Member Name
	National Health Care for the Homeless Council
Total Organizations (Including Prime)	20

Key Words for Major, Specific Areas of Partnership’s Expertise: diverse mix of safety net providers, primary care, care transitions, integrated behavioral health, substance abuse, quality improvement, value-based payment and care

Kaiser Permanente-Led Network

Principal Investigator: Lucy Savitz; lucy.a.savitz@kpchr.org

Operational Lead: Jason Scott; jason.l.scott@kpchr.org

Partnership Mission, Niche, and Goals

We are a practice-based research network of 19 fully integrated delivery systems led by Kaiser Permanente Northwest Center for Health Research. The Health Care System Research Network, together with long-time learning health system partners (Intermountain Healthcare, The Mayo Clinic, Denver Health, and Hawai'i Pacific Health) provide a broad-based, nationally representative collaborative committed to learning and generalizable knowledge.

As learning health systems, we offer the perspective of key stakeholders as payers, providers, and employers in conducting real-time, field-based research that engages our members, patients, and the communities where we serve. Further, we share AHRQ's priority interest areas in: (1) improving the quality of healthcare and care delivery; (2) making healthcare safer; (3) increasing accessibility to healthcare; and (4) improving the affordability, efficiency, and cost transparency of healthcare.

We are innovators who provide full services across the rural-urban continuum and employ uniquely qualified researchers with expertise in delivery system science. This arrangement provides a rare opportunity to study the impact of clinical questions for all ages and insurance relationships within a unified health service delivery and health information systems framework. Using a shared governance approach, we are willing and able to conduct rapid cycle, field-based research and support the spread of findings to promote broad, generalizable impact.

Our partnership will use our exemplary qualifications and capacities. We will also build on our legacy of demonstrated performance in working with AHRQ to meet its research priorities over the coming years.

States in Which Healthcare Provider Organizations Are Located: AZ, CA, CO, CT, DC, FL, GA, HI, IA, ID, MA MD, ME, MI, MN, ND, NH, NJ, OR, PA, TX, UT, VA, WA, WI.

Partnership Composition

Member Type	Member Name
Healthcare Providers	
Inpatient	Kaiser Permanente Northwest Baylor Scott & White Health Denver Health Essentia Health Geisinger Health Harvard Pilgrim Health Care Hawai'i Pacific Health Health Partners Henry Ford Health System

Member Type	Member Name
	Intermountain Healthcare Kaiser Permanente Colorado Kaiser Permanente Georgia Kaiser Permanente Hawaii Kaiser Permanente Mid-Atlantic States Kaiser Permanente Northern California Kaiser Permanente Southern California Kaiser Permanente Washington Marshfield Clinic Sutter Health
Ambulatory	Kaiser Permanente Northwest Baylor Scott & White Health Denver Health Essentia Health Geisinger Health Harvard Pilgrim Health Care Hawai'i Pacific Health Health Partners Henry Ford Health System Intermountain Healthcare Kaiser Permanente Colorado Kaiser Permanente Georgia Kaiser Permanente Hawaii Kaiser Permanente Mid-Atlantic States Kaiser Permanente Northern California Kaiser Permanente Southern California Kaiser Permanente Washington Marshfield Clinic Sutter Health
Long-Term Care	Baylor Scott & White Health Denver Health Henry Ford Health System Kaiser Permanente Mid-Atlantic States
Integrated Healthcare Delivery Systems	Kaiser Permanente Northwest Baylor Scott & White Health Denver Health Essentia Health Geisinger Health Harvard Pilgrim Health Care Hawai'i Pacific Health Health Partners Henry Ford Health System Intermountain Healthcare Kaiser Permanente Colorado Kaiser Permanente Georgia

Member Type	Member Name
	Kaiser Permanente Hawaii Kaiser Permanente Mid-Atlantic States Kaiser Permanente Northern California Kaiser Permanente Southern California Kaiser Permanente Washington Marshfield Clinic Sutter Health
Federally Qualified Health Centers	Baylor Scott & White Health Denver Health Intermountain Healthcare Marshfield Clinic
Primary Care Research Networks	Kaiser Permanente Northwest Baylor Scott & White Health Essentia Health Geisinger Health Harvard Pilgrim Health Care Health Partners Henry Ford Health System Kaiser Permanente Colorado Kaiser Permanente Georgia Kaiser Permanente Hawaii Kaiser Permanente Mid-Atlantic States Kaiser Permanente Northern California Kaiser Permanente Southern California Kaiser Permanente Washington Marshfield Clinic Sutter Health
Health Services Research Organizations	
Academic	Meyers Primary Care Institute
Nonacademic	Arbor Research Collaborative for Health
Research Consortia	Social Intervention Research & Evaluation Network Health Care Systems Research Network
Total # Member Organizations (Including Prime)	24

Key Words for Major, Specific Areas of Partnership’s Expertise: integrated care delivery, learning health system, delivery system science, quality improvement

Additional Information: Our network brings together longstanding partnerships across health systems working together to improve the quality and safety of care for the patients we serve. The partnership extends back to the original Integrated Delivery Systems Research Network and has evolved to the current network of leading delivery systems across the country.

MedStar Health

Principal Investigator: Christine Goeschel, Sc.D., M.P.A., M.P.S., RN, FAAN, Assistant Vice President, MedStar Health Institute for Quality and Safety; Director, Center to Improve Diagnosis in Healthcare. Professor of Medicine, Georgetown University, chris.a.goeschel@medstar.net

Operational Lead: Amy Will, Amy.m.will@medstar.net

Partnership Mission, Niche and Goals

Public, policy, and provider responses to the Institute of Medicine reports *To Err is Human*, *Crossing the Quality Chasm*, and *Improving Diagnosis in Health Care* and to healthcare reform challenges suggest reliance on what Daniel Kahneman calls fast thinking. His book *Thinking Fast and Slow* draws on Nobel Prize-winning research into human judgment and decision making to describe two systems that drive how we think.

“Fast thinking” moves to solutions quickly and intuitively, often based on emotions, heuristics, or expert opinion; “slow thinking” is more effortful and deliberate. The author explains the role of cognitive biases on thoughts and behaviors and demonstrates how humans tire of slow thinking. Often, when faced with difficult questions, they answer an easier question instead, without recognizing what they have done.

MedStar Health realizes checklists will not fix healthcare, and significant reductions in preventable harm will not be achieved or sustained without valid metrics, consistent measurement, rigorous evaluation, and hardwiring of improvement processes. Cost efficiencies will not be gained merely by payment reform, and emerging quality and safety challenges such as diagnostic error cannot be solved by artificial intelligence or machine learning.

Delivery system research needs to guide and inform efforts. ACTION 4 is critically important as a vehicle to advance the science of healthcare delivery. MedStar and our team partners are committed to the ideals and goals of ACTION 4.

We aspire to use our diverse but complementary expertise and resources to address care delivery challenges implicit in an environment that is rapidly changing, (often without effortful and deliberate thinking). We believe care can and should be safe, effective, patient centered, timely, efficient, and effective. The logic models and theories of change we will use as an ACTION 4 partner, along with “slow thinking” informed by collaborative multidisciplinary teams, will aid that pursuit.

States in Which Healthcare Provider Organizations Are Located: The primary healthcare provider is MedStar Health (MedStar). MedStar has 10 acute care hospitals and 276 affiliated sites in Maryland, Virginia, Delaware, and Washington, DC. We are supported by a second integrated healthcare delivery system partner, New York Presbyterian Hospital/Columbia University Irving Medical Center, which has 7 hospitals and 30 sites in the State of New York.

In addition, the MedStar ACTION 4 network is supported by three practice-based research networks:

- Clinical Directors Network (230 centers in 23 States),
- Capital Area Primary Care Research Network (CAPRICORN Practice-Based Research Network), and
- National Nurse-Led Care Consortium (up to 2,000 practice sites in all 50 States).

Together, our healthcare provider organizations include thousands of clinicians and practices, covering diverse health-related disciplines, and represent every State in the country. In addition, each partner has member practices that serve high proportions of AHRQ priority populations.

Partnership Composition

Member Type	Member Name
Healthcare Providers	
Integrated Healthcare Delivery Systems	New York Presbyterian Hospital/Columbia University Irving Medical Center
Primary Care Research Networks	CAPRICORN Practice-Based Research Network Clinical Directors Network National Nurse-Led Care Consortium
Health Services Research Organizations	
Academic	Baylor College of Medicine Georgetown University Lombardi Cancer Center Medical University of South Carolina North Carolina State University University of Texas Health Science Center at Houston
Nonacademic	Centra Health Palliative Care Research Cooperative Group Sutter Health – Palo Alto Medical Foundation Research Institute
Other Advocacy, Quality, and Stakeholder Groups	
Advocacy Groups or Organizations	ATW Solutions Care Journey Consumers Advancing Patient Safety Med-IQ Mothers Against Medical Error Project Patient Care Quality and Safety Education for Nurses
Informatics/Data Analysis Organizations	
Other Technical Support	Bixal Center for Health Design

Member Type	Member Name
	Cerner Corporation Chesapeake Regional Information System for our Patients Coverys Community Health Foundation Enterprise Science and Computing Fors Marsh Group Georgetown University Innovation Center for Biomedical Informatics Institute for Safe Medication Practices Perk Health RAZR Solutions, LLC Virginia Technical Institute
Total Organizations (Including Prime)	32

Key Words for Major, Specific Areas of Partnership’s Expertise: healthcare delivery research, implementation science, patient and family partnerships, quality and safety, human factors engineering, health information technology, data sciences, health policy research, health equity research

Additional Information

MedStar Institute for Quality and Safety (MIQS)

MIQS aligns with and catalyzes the intellectual power within MedStar Health and is led by Executive Director David Mayer, M.D. MIQS is also home to the ACTION 4 Network principal investigator, Dr. Christine Goeschel, an internationally recognized expert on implementation science, patient safety, and diagnostic improvement. She serves as the director of the Center for Improving Diagnosis in Health within the Institute. MIQS is devoted to supporting the MedStar Health quality and safety mission through synergistic interaction with our partners at the MedStar Health Research Institute and MedStar Institute for Innovation (MedStar’s designated in-house research and innovation units).

The Institute also provides an ever-evolving array of quality and safety research, education and training programs, and clinical improvement programs. One hallmark of our program is the commitment to patient, family, and caregiver engagement in co-producing innovation. MIQS is served by an Advisory Board of internationally recognized experts in patient safety and quality improvement activities.

MedStar Health Research Institute (MHRI)

MHRI is the research arm of MedStar and provides scientific, administrative, and regulatory support for research programs that complement the key clinical services and teaching programs in all 10 hospitals of the MedStar Health system. MHRI is composed of several scientific and administrative departments. It employs approximately 400 scientists and research support personnel and has several research and administrative locations throughout the Baltimore-Washington region. MHRI provides core administrative services to help manage research

programs from a regulatory, contractual, and financial standpoint., MHRI also provides core scientific services to help investigators supplement their clinical and technical expertise without having to seek outside services.

MedStar Institute for Innovation (MI2)

MI2 is unique among innovation centers embedded in health systems. MI2's approach is to create an innovation ecosystem across MedStar Health that fosters the vast creative talent and energy of its 31,000 associates and 4,722 affiliated physicians. MI2 has developed deep technical expertise in human factors and safety science; learning and simulation; entrepreneurship; digital health, including telehealth; and data science. MI2 also serves as the portal for engaging outside startups and entrepreneurial collaborators to apply new ideas and innovative approaches to care for people and advance health.

MedStar Ambulatory Services

A key strength of the MedStar ACTION 4 network is its reach across outpatient ambulatory care sites. MedStar Ambulatory Services is the rapidly growing outpatient services division of MedStar Health, focused on making quality healthcare available throughout the region.

By bringing medical services and programs to communities, as well as establishing new care sites in nontraditional medical settings, MedStar demonstrates its commitment to being an integrated and distributed care delivery network. MedStar's ambulatory network includes 14 urgent care centers, 9 multispecialty centers, 7 ambulatory surgery centers, 167 employed physician offices, and 52 outpatient rehabilitation sites.

MedStar Visiting Nurse Association (VNA)

Lastly, the MedStar ACTION 4 network is supported by the MedStar VNA, the largest in-home healthcare provider in the region. MedStar VNA provides skilled nursing, rehabilitation, care coordination, private duty personal care, and infusion therapy for homebound, disabled, and chronically ill patients. MedStar VNA's clinical professionals care for more than 17,000 patients annually, making more than 220,000 visits to ensure patients heal safely in their homes and avoid emergent care or hospitalization. With 650 associates, MedStar VNA reaches patients throughout Maryland, the District of Columbia, and northern Virginia.

NORC at the University of Chicago

Principal Investigator: Prashila Dullabh (Dullabh-Prashila@norc.org)

Operational Lead: Laurie Imhof (Imhof-Laurie@norc.org), Priyanka Desai (Desai-Priyanka@norc.org)

Partnership Mission, Niche, and Goals

NORC’s partnership comprises organizations that collectively offer the substantive, technical, and methodological expertise; diversity in functional capabilities; scale and capacity; and diversity in settings, geography, and populations (including priority populations) relevant under ACTION 4. NORC and its partners have extensive experience in field-based research related to improving access to and delivery of high-quality, efficient, and affordable healthcare services. Our partnership has deep knowledge in health information technology and informatics; access to a wide array of clinical and administrative data sources; and extensive experience in health economics, access, cost benefit, and affordability.

States in Which Healthcare Provider Organizations Are Located: All 50 States and the District of Columbia.

Partnership Composition

Member Type	Member Name
Healthcare Providers	
Inpatient	University of Chicago Medicine Yale New Haven Health System
Ambulatory	Summa Health University of Illinois Hospital and Health Sciences System
Long-Term Care	Genesis Long-Term Care
Integrated Healthcare Delivery Systems	Kaiser Permanente Georgia
Federally Qualified Health Centers	OCHIN
Primary Care Research Networks	American Academy of Family Physicians National Research Network North Carolina Network Consortium
Health Services Research Organizations	
Academic	Emory University Rollins School of Public Health Matthew Maciejewski, Ph.D., Professor, Department of Population Health Sciences at Duke University NORC at the University of Chicago Palliative Care Research Cooperative Group Hardeep Singh, M.D., M.P.H., Chief, Health Policy, Quality and Informatics Program, Michael E. DeBakey Veterans

Member Type	Member Name
	Affairs Medical Center, and Baylor College of Medicine Dean Sittig, Ph.D., Professor, University of Texas Health School of Biomedical Informatics Social Interventions Research and Evaluation Network, University of California, San Francisco
Nonacademic	Health Care Cost Institute Insight Policy Research Robert Graham Center, an affiliate organization of the American Academy of Family Physicians
Other Advocacy, Quality, and Stakeholder Groups	
Quality Improvement or Measurement Organizations (including Quality Improvement Organizations and Quality Innovation Networks)	Health Services Advisory Group Improvement Partnership Network National Committee for Quality Assurance Qlarant Stratis Health Vermont Child Health Improvement Program and National
Technical Support/Other Expertise	
Informatics/Data Analysis Organizations	Audacious Inquiry Elimu Informatics Enterprise Science and Computing, Inc.
Other Technical Support	The LeapFrog Group
Total Organizations (Including Prime)	28

Key Words for Major, Specific Areas of Partnership’s Expertise: clinical data management and analytics, field-based research, health economics, health informatics, health information technology, learning health system, social determinants of health, value-based care

Oregon Health and Science University

Principal Investigator: Bruce Goldberg, M.D., goldberg@ohsu.edu

Project Director: Deborah Cohen, Ph.D., cohendj@ohsu.edu

Operational Lead: LeAnn Michaels, michaell@ohsu.edu

Partnership Mission, Niche, and Goals

Oregon Health and Science University (OHSU) brings together a nationwide group of partners, including an extensive network of practice-based research networks, world-class scientists in field-based, real-world research, and three learning health systems. Our mission is to conduct research that improves the quality, safety, and accessibility of healthcare for all people. Our goals are to:

- Produce evidence that clinical teams need to deliver state-of-the-art healthcare;
- Support the work of learning health systems to engage in data-informed quality improvement so that evidence gets into practice and promotes whole-person care and population health; and
- Conduct research to rapidly and effectively disseminate and implement evidence among a wide range of healthcare settings.

States in Which Healthcare Provider Organizations Are Located: Alabama, Alaska, California, Colorado, Florida, Georgia, Idaho, Illinois, Iowa, Kentucky, Mississippi, Montana, North Carolina, Oklahoma, South Carolina, Oregon, Texas, Washington, Wisconsin, Wyoming.

Partnership Composition

Member Type	Member Name
Healthcare Providers	
Inpatient	Adventist Health OHSU Health Hillsboro Medical Center
Ambulatory	Legacy Health System Providence Health System
Long-Term Care	Holladay Park Mirabella
Integrated Healthcare Delivery Systems	Duke University Health System Oregon Health System Parkland Health and Hospital System
Federally Qualified Health Centers	Mile Square Health Center
Primary Care Research Networks	Duke Primary Care Research Consortium Iowa Research Network Oklahoma Physicians Resource/Research Network Oregon Rural Practice-based Research Network

Member Type	Member Name
	Southeast Regional Clinicians' Network San Francisco Bay Area Collaborative Research Network State Networks of Colorado Ambulatory Practices and Partners South Texas Ambulatory Research Network Wisconsin Research and Education Network WWAMI Regional Family Medicine Residency Network
Health Services Research Organizations	
Academic	Center for Health Systems, OHSU Oregon Clinical and Translational Science Awards Program, OHSU Pacific Northwest Evidence-based Practice Center, OHSU University of California, San Francisco University of Texas Health Science Washington Clinical and Translational Science Awards Program, University of Washington
Health Plans/Insurers	
	Blue Cross Blue Shield of North Carolina CareOregon Oregon Health Authority PacificSource
Professional or Trade Associations/Organizations	American Board of Family Medicine Oregon Health Authority Transformation Center
Other Advocacy, Quality, and Stakeholder Groups	
Quality Improvement or Measurement Organizations (Including Quality Improvement Organizations/Quality Innovation Networks)	Comagine Health
Technical Support/Other Expertise	
Informatics/Data Analysis Organizations	PRIME
Other Technical Support	OCHIN
Total Organizations (Including Prime)	36

Key Words for Major, Specific Areas of Partnership's Expertise: Our team has a wide range of content and methodological expertise. We have a particular niche in the following areas: (1) highly experienced in identifying evidence-based practices through systematic review; (2) leaders in dissemination and implementation science; (3) experienced in iterative user-centered design and health information technology to support quality and safety in healthcare; and (4) an

extensive track record conducting field research using a range of qualitative and quantitative methods and a variety of data sources. Our team also has expertise in mixed-methods research.

Additional Information: OHSU is excited to be involved in ACTION 4 and to have a better understanding of AHRQ's priorities. We hope for success in competing for task orders, as well as expanding our relationships with our identified partners for investigator-initiated research and implementation.

RAND Partnership

Principal Investigator: Courtney Gidengil, gidengil@rand.org

Project Director: Cheryl Damberg

Operational Lead: Liisa Hiatt, PSTeam@rand.org

Partnership Mission, Niche, and Goals

The mission of the RAND partnership is to leverage meaningful collaborations in service of AHRQ’s mission to improve the safety, quality, and value of healthcare for all populations. RAND’s capabilities include more than 250 healthcare researchers working in areas relevant to learning health systems, whole person 360° care, data to improve population health, and value-based care. In addition, RAND brings to bear partners with complementary expertise and skill sets, representing diverse perspectives such as health systems, payers, and research organizations.

Our partners include nine healthcare delivery organization partners spread across the country, with the ability to perform research across all healthcare settings, including ambulatory care, inpatient, post-acute care, and home. RAND has also partnered with other research organizations that will be able to leverage their own strong partnerships with healthcare delivery and other organizations. The RAND partnership aims to bring together health systems, payers, and research organizations to rigorously answer AHRQ’s research questions and ultimately ensure an impact on policymaking, healthcare decision making, and the future of healthcare.

States in Which Healthcare Provider Organizations Are Located: Every State except Alaska, Hawaii, and South Dakota.

Partnership Composition

Member Type	Member Name
Healthcare Providers	
Inpatient	Beth Israel Deaconess Medical Center Boston Children’s Hospital Cedars-Sinai Medical Center
Ambulatory	Atrius Health University of Texas Health Science Center at Houston
Long-Term Care	Kindred Healthcare
Integrated Healthcare Delivery Systems	Stanford Health Care Stanford Children’s Health
Primary Care Research Networks	Ochsner Health System
Research Organizations	
Academic	The Mongan Institute
Nonacademic	2M Research Institute for Healthcare Improvement

Member Type	Member Name
	National Institute for Children’s Health Quality Visible Network Labs
Health Plans/Insurers	Blue Cross Blue Shield of Massachusetts
Other Advocacy, Quality, and Stakeholder Groups	
Advocacy Groups or Organizations	The Betsy Lehman Center
Improvement or Learning	Vizient, Inc.
Technical Support/Other Expertise	
Communications/Web Application Organizations	RISE
Total Organizations (Including Prime)	19

Key Words for Major, Specific Areas of Partnership’s Expertise: patient safety, quality improvement, quality measurement, program evaluation, implementation science, learning health systems, value-based payment

RTI International

Principal Investigator: Saira Haque, shaque@rti.org

Partnership Mission, Niche, and Goals

Our partnership goals are consistent with RTI International’s mission: to improve the human condition by turning knowledge into practice. Our partnership encompasses a wide range of interests and skills and focuses on the development of practical tools and resources to support healthcare delivery. We focus on value-based care, the full spectrum of quality measurement from measure development through implementation, data and analytics to support care transformation, and integration of social determinants of health into healthcare delivery.

We bring significant expertise in clinical decision support and new technologies, including application programming interfaces and Fast Healthcare Interoperability Resources . Our partnership is well positioned to help support the creation of the National Test Collaborative based on our technical, implementation, and testing capabilities.

States in Which Healthcare Provider Organizations Are Located: Illinois, North Carolina, Oregon, Tennessee.

Partnership Composition

Member Type	Member Name
Healthcare Providers	
Integrated Healthcare Delivery Systems	Duke University Health System Oregon Health Sciences University Rush University Medical Center University of North Carolina/UNC Health Care Vanderbilt University Medical Center
Other Advocacy, Quality, and Safety Organizations	Healthcentric Advisors Health Services Advisory Group New York City Department of Health and Mental Hygiene Palliative Care Research Collaborative PFCCpartners Telligen
Technical Support/Other Expertise	Audacious Inquiry EMI Advisors The Henne Group SoftDev Squishymedia Synensys
Total Organizations (Including Prime)	18

Westat Partnership Composition

Member Type	Member Name
Healthcare Providers	
Integrated Healthcare Delivery Systems	Billings Clinic Duke University Health System/Duke Clinical Research Institute University of Pittsburgh Medical Center, Center for High-Value Health Care and Insurance Division
Primary Care Research Networks (Practice-Based Research Networks)	DARTNet Institute University of Washington, Institute of Translational Health Sciences
Health Services Research Organizations	
Academic	Brandeis University University of Minnesota, School of Public Health - Evidence Based Practice Center
Nonacademic	Insight Policy Research, Inc. Lewin Group StrategyGen
Other Advocacy, Quality, and Safety Organizations	Alliance for Quality Improvement and Patient Safety American Association of Home Care Medicine ECRI Institute Florida Hospital Association Hospital and Healthsystem Association of Pennsylvania Michigan Health and Hospital Association Keystone Center North Carolina Healthcare Foundation, affiliate of North Carolina Healthcare Association Qlarant Quality Solutions
Technical Support/Other Expertise	Elimu Informatics, Inc. Home Centered Care Institute Institute for Accountable Care Medisolv, Inc.
Total Organizations (Including Prime)	23