

# HAROLD D. MILLER

## PROFESSIONAL EXPERIENCE

### ***Executive Director (2008-Present)*** **Center for Healthcare Quality and Payment Reform**

Direct the activities of this national policy center which develops policies and strategies for transforming the quality of healthcare delivery. The Center focuses on identifying and encouraging action on fundamental changes in payment systems that will give healthcare providers more responsibility for increasing quality and controlling costs of services, and identifying and encouraging implementation of organizational structures and other supports that enable healthcare providers to participate in new payment systems and to more effectively coordinate care for patients.

### ***President and CEO (2008-Present)*** **Network for Regional Healthcare Improvement**

Direct the activities of the national association of regionally-based, multi-stakeholder non-profit organizations that are working to improve the quality and value of health care delivery. NRHI facilitates information sharing among regions and encourages national policies that support regional quality improvement efforts. In addition to its members, the Robert Wood Johnson Foundation, the Jewish Healthcare Foundation, the California HealthCare Foundation, and the Commonwealth Fund have provided financial support for NRHI and its projects.

Prior to taking over as President of NRHI, organized NRHI's two national Healthcare Payment Reform Summits in 2007 and 2008.

### ***Strategic Initiatives Consultant (2006-Present)*** **Pittsburgh Regional Health Initiative**

Provide assistance to the Pittsburgh Regional Health Initiative (PRHI) in improving the quality of health care services and changing the fundamental structure of health care payment systems in order to support improved quality. Analyses of the financial penalties for hospitals in reducing hospital-acquired infections were featured in *Modern Healthcare* magazine in December 2007. Led a multi-year PRHI initiative from 2008-2010 to reduce preventable hospital admissions and readmissions through improved care for chronic disease patients.

### ***President and CEO (2006-Present)*** **Future Strategies, LLC**

Founder and leader of a private consulting firm specializing in analyzing complex organizational and public policy issues, developing creative strategies for addressing those issues, and using effective communications techniques for building understanding of and support for solutions. Clients have included the Agency for Healthcare Research and Quality, the Commonwealth Fund, the Jewish Healthcare Foundation, the Lawrence County Economic

---

Development Corporation, the Minnesota Department of Health, the North Dakota Healthcare Association, the Pittsburgh Ballet Theatre, the Pittsburgh Post-Gazette, and Point Park University.

***Adjunct Professor of Public Policy and Management***  
**H. John Heinz III School of Public Policy and Management**  
**Carnegie Mellon University**  
**(2006-Present)**

Teach Methods of Policy Analysis, a capstone graduate course designed to teach students practical techniques for analyzing public policy problems and developing effective solutions to them. Cases cover a wide range of domestic policy issues, including criminal justice, economic development, education, environmental protection, health care, and human services.

***President and Chief Operating Officer (2001-2005)***  
***Executive Vice President (Chief Operating Officer) (2000-2001)***  
***Deputy Executive Director (1992-2000)***  
**Allegheny Conference on Community Development**  
**and**  
***Executive Director (2004-2005)***  
***Deputy Executive Director (1992 - 2004)***  
**Pennsylvania Economy League of Southwestern Pennsylvania**

***Director (1995-2005)***  
**Southwestern Pennsylvania Growth Alliance**

***Adjunct Associate Professor of Policy Analysis (1993-1999)***  
**H. John Heinz III School of Public Policy and Management**  
**Carnegie Mellon University**

***Managing Director (1997)***  
**Regional Renaissance Partnership**

***Associate Dean (1987-1992)***  
**H. John Heinz III School of Public Policy and Management**  
**Carnegie Mellon University**

***Director of Issues and Research (1991)***  
**Thornburgh for Senate Campaign**

***Director (1986)***  
***Deputy Director (1983-1985)***  
**Governor's Office of Policy Development, Commonwealth of Pennsylvania**

***Chief, Policy Analysis Division (1980-1983)***  
**Governor's Office of Policy and Planning, Commonwealth of Pennsylvania**

***Research Associate/Research Assistant (1977-1980)***  
**Urban Systems Institute**  
**Carnegie Mellon University**

## **EDUCATION**

***(A.B.D.) Public Policy Analysis, Carnegie-Mellon University (1980)***

Completed pre-dissertation work in the Ph.D. program at the School of Urban and Public Affairs (now the H. John Heinz III School of Public Policy and Management).

***M.S., Public Management and Policy, Carnegie-Mellon University (1977)***

***B.S., Mathematics, Carnegie-Mellon University (1977)***

## **AWARDS**

Martcia Wade Teaching Award, Heinz School of Public Policy and Management, 2008

One of sixty individuals named "Pittsburghers of the Year" by Pittsburgh Magazine in 1998

Award of Excellence, Southwestern Pennsylvania Partnership for Aging (1998)

Samuel K. McCune Award for Distinguished Service, Presbyterian Association for Aging (1994)

---

## COMMUNITY SERVICE

Member, National Priorities Partnership

Member, Board of Directors, National Quality Forum (2009-Present)

Member, Board of Directors, Regional Industrial Development Corporation (2009-2011)

Member, Board of Directors, Eastern Area Adult Services (1993-Present); President of the Board (2004-2010)

Member, Board of Directors, Pittsburgh Downtown Partnership (1995-2010)

Member, Board of Directors, United Way of Allegheny County (1997-2002)

Chairman, Volunteer Support Network for Seniors (1994-2000)

Member, Executive Committee, Southwestern Pennsylvania Partnership for Aging (1990-1998)

Chairman, Allegheny County Alliance on Aging (1987-1996)

Member, Steering Committee for Housing and Related Services for Homeless Persons in Allegheny County (1987-1994)

Member, Board of Directors, Association for Retarded Citizens, Allegheny County Chapter (1988-1991)

Member, Board of Directors, Local Government Academy (1988 — 1991)

## PUBLICATIONS

“A National Strategy for More Affordable Healthcare,” *Economic Outlook*, Spring 2012, Premier, Inc.

“The Foundation for Successful Healthcare Reform,” in *Regional Health Improvement Collaboratives: Essential Elements for Successful Healthcare Reform*, Jewish Healthcare Foundation, January 2011; second edition, February 2012.

*Transitioning to Accountable Care: Incremental Payment Reforms to Support Higher Quality, More Affordable Health Care*, Center for Healthcare Quality and Payment Reform, January 2011.

“The Need for Physician Leadership in Healthcare Payment and Delivery Reform,” in *Colorado Medicine*, January/February 2011.

*Pathways for Physician Success Under Healthcare Payment and Delivery Reforms*, American Medical Association, June 2010.

*Making Reform a Reality: Ways to Facilitate Better Healthcare Payment and Delivery Systems and Lower Healthcare Costs*, Robert Wood Johnson Foundation, June 2010.

"Health Care Payment Systems" in *State Roles in Delivery System Reform*, National Governors Association, 2010.

---

*Creating Accountable Care Organizations in Massachusetts*, Massachusetts Hospital Association, November 2009.

"The Future of Payment and Delivery Reform Is (and Has Been) in California," *CAPG Health*, Fall 2009.

"Regional Payment and Delivery Reforms: Critical to Obama Plan's Success," posted September 10, 2009 on the *Health Affairs* Blog.

"From Volume to Value: Better Ways to Pay for Health Care," *Health Affairs*, September/October 2009.

*How to Create Accountable Care Organizations*, Center for Healthcare Quality and Payment Reform, September 2009.

"Reducing Health Care Costs Without Rationing," *Mass Media*, July 2009.

*Paths to Payment Reform*, Center for Healthcare Quality and Payment Reform, 2009.

*Pay for Innovation or Pay for Standardization: How to Best Support the Patient-Centered Medical Home*, Network for Regional Healthcare Improvement and Robert Wood Johnson Foundation, February 2009.

*Better Ways to Pay for Health Care: A Primer on Healthcare Payment Reform*, Network for Regional Healthcare Improvement and Robert Wood Johnson Foundation, January 2009.

*From Volume to Value: Transforming Healthcare Payment and Delivery Systems to Improve Quality and Reduce Costs*, Network for Regional Healthcare Improvement, Pittsburgh Regional Health Initiative, and Robert Wood Johnson Foundation, November 2008.

*From Concept to Reality: Implementing Fundamental Reforms in Health Care Payment Systems to Support Value-driven Health Care*, Network for Regional Healthcare Improvement, July 2008.

*Recommendations of the Minnesota Health Care Transformation Task Force*, Minnesota Department of Health, January 2008.

*Incentives for Excellence: Rebuilding the Healthcare Payment System from the Ground Up* (with Pamela Gaynor), Jewish Healthcare Foundation, September 2007.

*Creating Payment Systems to Accelerate Value-Driven Health Care: Issues and Options for Policy Reform*, Commonwealth Fund, September, 2007.

"Methodology on Adverse Events," *Health Affairs* 26, no. 1 (2007): 293.

"Investing in the Future: Strategies for Human Services in Pennsylvania," in *Leading Pennsylvania Into the 21st Century: Policy Strategies for the Future*, The Commonwealth Foundation for Public Policy Alternatives, 1990, pp. 118-140.

"Making Do: The Effects of a Mass Transit Strike on Travel Behavior" (with Alfred Blumstein), *Transportation*, Vol. 11 (1983), pp. 362-382.

*Corrections at the Crossroads: Designing Policy* (with Sherwood E. Zimmerman), Sage Publications, 1981.

---

"Projecting the Impact of New Sentencing Laws on Prison Populations," *Policy Sciences*, Vol. 13 (1981), pp. 51-73.

"Projecting the Impact of New Sentencing Laws on Prison Populations" (with Alfred Blumstein and Jacqueline Cohen), in *Research in Public Policy and Management*, Vol. 1, John P. Crecine, Ed., 1981.

"Crime, Punishment, and Demographics" (with Alfred Blumstein and Jacqueline Cohen), *American Demographics*, October 1980.

"Demographically Disaggregated Projections of Prison Populations" (with Alfred Blumstein and Jacqueline Cohen), *Journal of Criminal Justice*, Vol. 8 (1980), pp. 1-26.

"Design for a Coordinated Paratransit Service for Elderly and Handicapped Persons in Allegheny County, Pa." (with Alfred Blumstein, Keith Forstall, and Richard A. Stafford), in *Transportation for the Elderly and Handicapped: Programs and Problems*, Technology Sharing Office, U.S. Department of Transportation, Washington, D.C., 1978.

*Discussion of Organizational Alternatives for Transportation Services in Rural Southwestern Pennsylvania* (with Richard A. Stafford), Urban Systems Institute, Carnegie Mellon University, 1976.

"A New Computational Method in the Theory of Spinodal Decomposition" (with J.S. Langer and M. Baron), *Physical Review A*, April 1975.