

DANIEL H. VAN LEEUWEN Opa, MPH, RN, CPHQ



Health Hats

64 River St., Arlington, MA 02474 617-304-4681
danny@health-hats.com www.health-hats.com



Danny is an action catalyst **empowering people traveling together toward best health** (patients, caregivers, clinicians, direct care and support staff). He wears many hats in healthcare: **patient** with MS, **care partner** for several family members' end-of-life journeys, a **nurse** for 40+ years, an **informaticist** and a **QI leader**. He specializes in the patient/caregiver/clinician/community relationship.

His current work focuses on communication at transitions of care, person-centered health planning, informed decision-making, and technology supporting solutions created by and for people at the center. He advises entrepreneurs about strategy, infrastructure, and user friendly workflows and technology. He teaches and coaches front-line managers and supervisors. Danny serves as a patient/caregiver stakeholder representative on AHRQ Technical Expert Panels for Shared Decision Support, Clinical Decision Support Learning Network and PCORnet. He reviews PCORI research funding applications for improving health systems, reducing opioid use, and palliative care. He serves as co-chair of PCORI's Communication and Dissemination Advisory Panel and has been a member of MassHealth's Payment and Care Delivery Innovation QI Task Force. He was a founding member of HIMSS's Connected Patient Committee and served on its Quality, Cost, and Safety Committee. Danny is active in the Society for Participatory Medicine, the Organization of Nurse Leaders, the American Academy of Communication in Healthcare, and the OpenID HEART workgroup.

Danny has worked clinically in home care, intensive and emergency care, physical rehabilitation and behavioral health. He held leadership roles in rural and urban health systems, behavioral and community health, and managed care. He led two EHR implementation initiatives and Boston Children's Hospital's Patient/Family Experience initiative.

Danny blogs weekly (www.health-hats.com). He has spoken at HIMSS and the World Medical Informatics Conferences about *Caregivers and HIT* and at the AANC Magnet Conference about *Transformational Leadership*. He was recently interviewed for the on-line radio show, URGENT CARE. Danny plays baritone saxophone.



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Professional Experience

Health-Hats Founder and Principal, Arlington, MA July 2012 to present

- Consulting to optimize and advocate for the e-Patient, Provider, and Caregiver experience and engagement
- Focusing on communication at transitions (hand-offs, transfers, and coordination of care)
- Advising startups on design, marketing, and business approach
- Conducting technology readiness assessments for community health agencies

Wellesley Partners Independent Consultant, Wellesley, MA 2012 to present

- Develop virtual immersive learning and development environment (simulation) tools to improve behavior, relationships, decision-making and experience for both clinicians and patients (and their caregivers).
- Maximizing the experience of people at the center of care

Advocates, Inc. Vice President, Quality Management, Framingham, MA Mar 2013 to Oct 2015

Providing person-centered, community-based support services to 23,000 individuals and families with mental illness, addictions, developmental disabilities, brain injury and other challenges in living

- Led a service department that 1) ensured every corner of Advocates stands public scrutiny at any time 2) informed the value of selecting Advocates as the provider of choice, and 3) promoted Advocates as a learning organization
- Portfolio includes quality assurance, performance improvement, and outcomes management
- Teaming with direct care management, clients and families, redesigned the client and family experience survey processes at a large community behavioral health agency resulting in shorter, more actionable surveys using 40% of the resources and reaching twice as many population groups. Analysis of results available within 30 days of survey completion and action taken within the quarter.
- Built core infrastructure at a rapidly growing community agency with more than 100 sites of care. Transformed a fragmented, decentralized, expert Quality Assurance department into a service-oriented, agency-wide Quality Improvement department. In collaboration with Service Line management, initiated an outcomes management process with benchmarking and analytics capabilities; sustainable policy and procedure structure; and a cross-departmental QI Council.
- Evaluator for a SAMHSA grant for a *Behavioral Health Treatment Court Collaborative*

Boston Children's Hospital Sr. Project Manager, Patient Family Experience, Boston, MA 2008 to 2012

- Reporting to Chief Administrative Officer, led interdisciplinary teams in managing and evaluating patient and family experience
- Establishing and managing interdisciplinary governance of the primary care and specialty clinics
- Project manager to build a hospital-within-a-hospital relationship with South Shore Hospital
- Member of Meaningful Use team focusing on Eligible Providers and Clinical Quality Measures
- Led interdisciplinary teams in managing, and evaluating patient/family experience with a focus on infrastructure, process, communication, education and metrics at nationally-ranked Children's Hospital. Appointment scheduling improved (3rd available appointments up across departments, 30% fewer abandoned calls, 20% improvement in time to answer, wait time to international appointment spot down from initial call to scheduled appointment(s) down from 12 days to 2 days average). The environment became more welcoming (major infrastructure enhancements, valet parking returns increased from 66% to 90% within 15 minutes). More information available to patients and families access (kiosks, patient and provider portals, wayfinding app, and an experience dashboard).
- Facilitator of Autism Friendly Hospital team assessing autism-related issues while driving collaboration and amelioration of the challenges including developing tools for the children and families to prepare for their admissions or visits.

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St. Peter's Health Care System Manager, Information Technology Albany, NY
2006 to 2008

- Led the urban health system's medication reconciliation initiative and represented system on IHI's 100,000 Lives Campaign and the parent company's Patient Safety Collaborative Advisory Group. Improved medication reconciliation from 40% to 70% within 18 months.
- Project manager for a \$10 million system-wide implementation of an electronic medical record
- Established and led clinical informatics functions
- Advised CIO on ambulatory EMR and case management application selection

St. Peter's Addiction Recovery Center (SPARC), Director, Professional and Community Standards, Guilderland, NY 2001 to 2006

An integrated substance abuse provider and behavioral managed care organization with treatment across the continuum of care

- Participated in the leadership team that successfully renewed a \$3 million contract to manage behavioral health care for a regional Managed Care Company. No other provider of addiction treatment in the nation also managed behavioral health benefits.
- Led quality improvement initiative for our behavioral managed care product leading to attaining 99th percentile in follow-up after inpatient discharge, increasing from 15% in 2001 to over 70% in 2004.
- Participated in a collaboration of community agencies (emergency departments, police, Office of Medicaid, shelters, providers) dedicated to the management of the 10% of the cases using 60% of the resources.
- Established a Medication Safety Forum that led to an increase in Institute for Safe Medication Practices (ISMP) survey scores from 40% to a sustained 80% with system-wide outcomes of no medication events resulting in unplanned patient treatment sustained over 18 months with a co-occurring increase in events reported.
- Directed quality management, research, medical records, community relations, marketing, staff development, and volunteer functions and patient advisory council
- Led the implementation and managed the maintenance of CMHC, a \$0.5 million integrated software suite for clinical and financial management and billing for seven addiction treatment locations.

Bassett Healthcare Program Manager for Performance Improvement, Cooperstown, NY 2000 to 2001

A rural, teaching healthcare system with three acute care facilities and 21 health centers in eight counties.

- Led an interdisciplinary team enhancing the delivery of breast care to improve access, consumer and provider experience, and reduce cycle time for diagnostics. Reached 75% mammogram screening rates; reduced time to final diagnosis and first surgery; exceeded national standards for diagnosis in early stages and conservation therapy. As a result, 99% of patients surveyed recommend Bassett breast care services.

Value Behavioral Health/ValueOptions, Director, Quality Management, Troy, NY 1996 to 1999

A division of a national managed behavioral health care company with \$40 million in annual revenue, 300 staff and 100 clients in two offices.

- Coordinated a collaborative approach to management of consumers with multiple comorbidities (substance abuse, mental health, and medical) with providers and payers.
- Initiated Provider and Member Advisory Councils
- Assembled and led teams that improved communication between behavioral health and primary care practitioners by 43% and ambulatory follow-up after hospitalization by 11%.

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HANYS Services, Inc., Director of Professional and Quality Services, Albany, NY 1993 to 1996

HANYS Services, Inc., a subsidiary of the Healthcare Association of New York State, offers a broad range of advocacy, comprehensive products, and consulting services to a variety of healthcare providers.

- Initiated and provided leadership for a partnership between HANYS Services and the Gallup Organization creating a regional consumer satisfaction survey with associated benchmarks.
- Managed 'Quality Peer Review' with physician specialists to conduct a quality review of potentially problematic inpatient cases.
- Worked with physician leaders, managed development of organizational report cards and clinical practice guidelines. Developed a comparative indicator report using the New York State Long Term Care Minimum Data Set (MDS+).

EDUCATION

University of Minnesota **Master's in Public Health** with major in health care administration

Glennville State College **Bachelor of Arts**

Wayne County Community College **Associate's Degree in Nursing (RN)**

Certified Professional in Healthcare Quality (CPHQ)

SELECTED PUBLICATIONS and PRESENTATIONS

van Leeuwen D. Radioactive Broadcasting URGENT CARE radio interview. January 7, 2017.

van Leeuwen D. Elsevier's Hot Topics, an internal company-wide webinar, *Marrying Work Flow and Life Flow: A Patient and Clinician Story*. December 16, 2016.

van Leeuwen D. [Person-Centered #CarePlanning-What data?](#) Guest blog post, Society of Participatory Medicine, E-patient.net January 4, 2017

van Leeuwen D. *Marrying Work Flow and Life Flow: A Patient and Clinician Story*. Webinar for Elsevier Special Edition of Hot Topics, December 16, 2016

van Leeuwen D. [Communicate What? #CarePlanning](#). Guest blog post, Society of Participatory Medicine, E-patient.net December 9, 2016

van Leeuwen D. [OpenID HEART: Sharing our data gives patients power](#). Guest blog post, Society for Participatory Medicine, E-Patient.net. November 12, 2016

van Leeuwen D. [I Wasn't Born with a Tattoo Telling Me How Long I Had to Live](#). Guest blog post, EMMI Solutions Bottom Line Blog and Radio. October 17, 2016

van Leeuwen D. ["Sister" Organization! AACH: American Academy of Communication in Healthcare](#) for Society for Participatory Medicine, E-patient.net June 24, 2016

Baumblatt, GL & van Leeuwen, D [Engaged with Sax](#) Guest blog post, Association for Patient Experience. March 29, 2016.

[You Do Great Work, We Can Help](#) at ONL Leadership Academy, Waltham, MA March 13, 2016

[Organizational Culture Change from Within](#) at ONL Leadership Academy, Waltham, MA, March, 2015

[93,000,000 - Family Caregiver as a Partner](#) at World Medical Informatics Conference, Boston, April 26, 2014

Van Leeuwen D. [Far from the Tree, Book Review](#). *Journal of Participatory Medicine*. Vol. 5, February 18, 2013.

Van Leeuwen D. [e-Patients Live Longer, Book Review](#). *Journal of Participatory Medicine*. Vol 4. November 15, 2012.

[Supporting Family Caregivers on the Front Lines Through HIT](#) at HIMSS14, Orlando, February 26, 2014

Carrol, K., van Leeuwen D. (2010). [Innovating Nursing Practice – Setting a Strategy for Success](#). *Voice of Nursing Leadership*. November 2010, 10-12.

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Maintaining Standards of Care with Reduced Resources through Transformational Leadership at ANCC National Magnet Conference in New Orleans, October 2, 2009

van Leeuwen D. (2007). [Guest Editorial] Making a business case for quality. *Journal for Healthcare Quality*, 29(2), 2, 14.

Carroll-Solomon, P., Denny, D., van Leeuwen D. (2006) Improving Behavioral Health Satisfaction Assessment: Measuring Patients' Perceptions. *Journal for Healthcare Quality*, 28(3), 49-54, 59.

Pelletier, L., Beaudin, C. (Eds.). (2005). van Leeuwen, D (Contributing author). *Q-Solutions: Essential resources for the healthcare quality professional*. Glenview, IL: National Association for Healthcare Quality.

van Leeuwen D. (2003). [Guest Editorial] On performance improvement and organizational recovery. *Journal for Healthcare Quality*, 25(6), 2, 45.

van Leeuwen D., Grube, J., Chowlewka, P. Guest Editors.(2001). Special Issue: Do No Harm. *Journal for Healthcare Quality*, 22(1).

van Leeuwen D. (1994). Are medication error rates useful as comparative measure of organizational performance? *The Joint Commission Journal on Quality Improvements*, 20(4), 192-198. Winner of the David L Stumph Award for Excellence in Publication - National Association for Healthcare Quality