

**IN THE UNITED STATES DISTRICT COURT
FOR THE NORTHERN DISTRICT OF ILLINOIS
EASTERN DIVISION**

LOOP SPINE & SPORTS CENTER, LTD.,	)	
	)	
Plaintiff,	)	
	)	
v.	)	
	)	
AMERICAN COLLEGE OF	)	
MEDICAL QUALITY, INC.,	)	22 C 4198
AFFINITY STRATEGIES, LLC, and	)	
DANIEL J. MCLAUGHLIN,	)	
	)	
Defendants.	)	

SECOND AMENDED COMPLAINT – CLASS ACTION

MATTERS COMMON TO MULTIPLE COUNTS

INTRODUCTION

1. Plaintiff Loop Spine & Sports Center, Ltd. brings this action to secure redress for the actions of Defendants American College of Medical Quality, Inc., Affinity Strategies, LLC, and Daniel J. McLaughlin, in sending or causing the sending of unsolicited advertisements to telephone facsimile machines in violation of the Telephone Consumer Protection Act, 47 U.S.C. §227 (“TCPA”), the Illinois Consumer Fraud Act, 815 ILCS 505/2 (“ICFA”), and the common law.

2. The TCPA expressly prohibits unsolicited fax advertising. Unsolicited fax advertising damages the recipients. The recipient is deprived of its paper and ink or toner and the use of its fax machine. The recipient also wastes valuable time it would have spent on something else. Unsolicited faxes prevent fax machines from receiving and sending authorized faxes, cause wear and tear on fax machines, and require labor to attempt to identify the source and purpose of the unsolicited faxes.

PARTIES

3. Plaintiff Loop Spine & Sports Center, Ltd. is a corporation with offices in

Chicago, Illinois where it maintains a stand alone fax machine that automatically prints incoming faxes onto paper using toner/ ink.

4. Defendant American College of Medical Quality, Inc., is a Pennsylvania corporation. Defendant American College of Medical Quality, Inc. also has offices at 403 W. Saint Charles Road, Suite 403B, Lombard, Illinois 60148. It's registered agent and office is Northwest Registered Agent, LLC, 502 W. 7th Street, Suite 100, Erie, Pennsylvania 16502.

5. Defendant Affinity Strategies, LLC is an Illinois limited liability company. Its registered agent and address is Elizabeth A. Schumacher, 3502 Warren Avenue, Warrenville, Illinois 60555. It has offices at the same address as American College of Medical Quality, Inc., at 403 W. Saint Charles Road, Suite 403B, Lombard, Illinois 60148.

6. In addition to sharing office space, Defendants Affinity Strategies, LLC and American College of Medical Quality, Inc. share the same post office box address, PO Box 1488, Warrenville, Illinois 60555.

7. Defendant Daniel J. McLaughlin is an Illinois resident and resides within this district.

JURISDICTION AND VENUE

8. This Court has jurisdiction under 28 U.S.C. §§1331 and 1367. *Mims v. Arrow Financial Services, LLC*, 565 U.S. 368, 132 S. Ct. 740, 751-53 (2012); *Brill v. Countrywide Home Loans, Inc.*, 427 F.3d 446 (7th Cir. 2005).

9. Personal jurisdiction exists under 735 ILCS 5/2-209, in that each Defendant:

- a. Has committed tortious acts in Illinois by causing the transmission of unlawful communications into the state.
- b. Has transacted business in Illinois.

- c. Defendants American College of Medical Quality, Inc. and Affinity Strategies, LLC each have an office in Illinois.
- d. Defendant Daniel J. McLaughlin resides in Cook County, Illinois.
- 10. Venue in this District is proper for the same reason.

FACTS

Business of Affinity Strategies, LLC and Relationship Between Affinity Strategies, LLC and American College of Medical Quality, Inc.

- 11. Defendant American College of Medical Quality, Inc. is a medical professional organization.
- 12. According to its website, www.affinity-strategies.com/about/, Defendant Affinity Strategies, LLC “provides professional associations in the health care industry customized services to improve operations, member engagement, and marketing.”
- 13. Defendant Affinity Strategies, LLC is a “healthcare association management and stakeholder engagement firm.” (“House Call, An Affinity Strategies Podcast”, November 22, 2022.)
- 14. In 2020-2022, Defendant Affinity Strategies, LLC (“AS”) provided customized association management services for Defendant American College of Medical Quality, Inc. (“ACMQ”), including strategic planning, member engagement and marketing. (Exhibit B)
- 15. In 2020, Defendant ACMQ published an article in its professional medical journal, The American Journal of Medical Quality (“AJMQ”), about its partnership with Defendant AS. (Exhibit B)
- 16. Defendant AS published an article on April 1, 2021 on its website (blog) describing Defendant ACMQ as its “client”. (Exhibit C)

17. Defendant AS published an article on July 27, 2021 on its website (blog), it “was thrilled to bring onboard the American College of Medical Quality (ACMQ) in 2020.”, and described ACMQ as follows:

ACMQ was founded in Pennsylvania in 1973 as the American College of Utilization Review Physicians. In 1991 the name was changed to the American College of Medical Quality to reflect the evolving changes in the specialty. . . . ACMQ is the owner and founder of the oldest peer-reviewed internationally renowned Quality journal in the world. The American Journal of Medical Quality (AJMQ) was founded in 1985 and is edited by David Nash, MD, Dean of the Thomas Jefferson College of Population Health, also with an illustrious Editorial Board consisting of the “who’s who” of international quality and patient safety.

(Exhibit D)

18. The Chief Operating Officer (“COO”) of Defendant AS was Sarah White in July-November, 2022. Ms. White’s profile was posted on Defendant AS’s website. (Exhibit E)

19. Elizabeth Schumacher is the founder and Chief Executive Officer of Defendant AS. Elizabeth Schumacher has a J.D. and was also an active, licensed attorney.

20. Defendant AS’s website provides the following description of attorney Schumacher, “Liz was Executive Director of LUGPA, a national urology subspecialty association with over 2,400 members. As a senior legislative attorney for the American Medical Association, Liz managed nationwide health insurance public policy development and Affordable Care Act rulemaking.”

(Exhibit F)

21. Sarah White described the business of Defendant AS to host Claire Vincent on Defendant AS’s “House Call, An Affinity Strategies Podcast” episode titled, “Let Affinity Strategies Support Your Association’s Forward Thinking”, dated November 22, 2022:

Affinity Strategies is an association management company, and I think a lot of people don’t know what an association management company does. When I first learned about it years ago, I asked a lot of questions because I couldn’t quite wrap my head around it. Basically, when you belong to any sort of professional organization, you come together because you have a like-minded interest, you want to network, you want to continue to get continuing ed credits, at times, in your preferred specialty. And so you pay a membership to an association in order to provide all of that to you, but you’ve got your day job. And you may elect a Board of volunteers that’s kind of in charge of running and strategizing the forward motion

of an association, but we, as an association management company, kind of become that association's brick and mortar office, for lack of a better word. We take on all the operations of the association because the volunteer Board has nine-to-five jobs, so we are able to provide website management, membership management, financial management, marketing, industry relations for our various associations. So, we just kind of take on all of these businesses running the association, so that the association can concentrate on its mission and drive that forward. So, what makes Affinity Strategies different is that we actually only work with medical associations, so we've decided to specialize just in that realm because the needs of these medical associations are so unique.

22. There was a written agreement between Defendant AS and Defendant ACMQ that outlined the services Defendant AS would provide to Defendant ACMQ.

23. The agreement between Defendants ACMQ and AS outlined the comprehensive administrative services Defendant AS would provide to Defendant ACMQ as identified by Ms. White in the podcast, "Let Affinity Strategies Support Your Association's Forward Thinking".

24. As the association management company for Defendant ACMQ, Defendant AS took control of the operations of Defendant ACMQ. Defendant AS managed the day-to-day business of Defendant ACMQ and provided ACMQ marketing services to generate income. In particular, Defendant AS assisted Defendant ACMQ with increasing Defendant ACMQ's membership and promoting the ACMQ's annual seminar.

25. Defendants ACMQ and AS shared personnel, a mailing address and resources such as third-party vendors.

26. Defendant ACMQ paid Defendant AS for its services provided on a monthly basis.

27. Defendant ACMQ had no employees in 2022.

28. Defendant ACMQ did not have a telephone number in 2022.

29. The primary way to communicate with Defendant ACMQ was through its website, www.acmq.org, and by email at acmq@affinity-strategies.com.

30. Communications received through Defendant ACMQ's website are received and managed by Defendant AS.

31. The email address, acmq@affinity-strategies.com, was created for Defendant ACMQ and provided to Defendant ACMQ when it became Defendant AS's client.

32. The email address, acmq@affinity-strategies.com, would be managed by Defendant ACMQ's Executive Director.

33. Board Members for Defendant ACMQ had their own email addresses and were not provided with email addresses from Defendant AS.

34. Prior to March, 2022, Defendant ACMQ had an Executive Director that was an employee of Defendant AS.

35. In 2022, Defendant ACMQ was financially struggling.

36. Defendant ACMQ's main source of revenue was its annual conference.

37. Another source of revenue for Defendant ACMQ was its membership.

38. In order for Defendant AS to retain Defendant ACMQ as a client, Defendant AS needed to produce results, which here meant increasing revenue and reducing expenses.

39. When Defendant AS's employee, who was the Executive Director of Defendant ACMQ left for another opportunity, Defendant AS identified a way to reduce Defendant ACMQ's expenses by eliminating an employment position for Defendant ACMQ's Executive Director.

40. Full-time employee benefits such as paid time off and insurance are more costly for employers than hiring agents or independent contractors.

Defendants AS and ACMQ Relationship with Defendant McLaughlin

41. Defendant AS helped identify and onboard agents and employees for Defendant ACMQ.

42. In or about, January-February 2022, Defendant AS assisted Defendant ACMQ with finding an Executive Director.

43. Defendant AS received a recommendation from an employee for a candidate for the new Executive Director for Defendant ACMQ.

44. Defendant AS identified an Executive Director for Defendant ACMQ who was experienced in turning around the financial situations for professional associations and was only interested in part-time work.

45. After a hasty meeting and without any competition for the position, Defendant AS recommended Defendant Daniel J. McLaughlin (“McLaughlin”) for the Executive Director position at Defendant ACMQ.

46. Defendant ACMQ did not interview Defendant McLaughlin for the ACMQ Executive Director position.

47. Defendant McLaughlin had experience turning around struggling associations and had substantial experience working with associations and was formerly a trustee and Mayor of Orland Park, Illinois.

48. Defendant McLaughlin is the sole owner and employee of Creative Civic Solutions, LLC.

49. Creative Civic Solutions, LLC is a limited liability company organized under the laws of the state of Illinois and offers consulting services. It was created to allow Defendant McLaughlin to accept temporary employment or consulting contracts under the protection of a limited liability company.

50. No written agreement was executed between Defendant McLaughlin and Defendant AS until after this litigation was filed.

51. From March through at least October, 2022, Defendant McLaughlin acted as an agent of Defendants AS and ACMQ.

52. From March through at least October, 2022, Defendant McLaughlin was paid by Defendant AS through his business Creative Civic Solutions, LLC.

53. Defendant AS provided Defendant McLaughlin with an email address, dan@affinity-strategies.com.

54. According to the by-laws of ACMQ, the Executive Director is a member of the Executive Committee of ACMQ.

55. Defendant AS's COO, Sarah White, was the Staff Representative on the Finance Committee at Defendant ACMQ.

56. Defendant AS's employee Sarah White attended Defendant ACMQ executive committee meetings.

57. In July and August 2022, Defendant McLaughlin was featured as part of Defendant AS's team on its website.

58. In Defendant ACMQ's journal, AJMQ, an article was published in 2022, authored by Defendant ACMQ's then President Dr. Dan Westphal that provides, "I would like to welcome our new Executive Director, Dan McLaughlin. As part of our management team at Affinity Strategies, Dan comes to us with almost 30 years of associate management and legislative experience. We are excited to get Dan fully acclimated to ACMQ, and we look forward to working together to make our Annual Conference in Chicago an outstanding, don't miss event." (Exhibit G)

59. Defendant McLaughlin's responsibilities for Defendant ACMQ included carrying out the marketing services and strategic plan outlined by Defendant AS.

60. Defendant McLaughlin described his responsibility for Defendant ACMQ to include: scheduling and running meetings, organizing and promoting the 2022 Annual Conference and communicating with Defendant AS employees.

61. To effectuate Defendant ACMQ's goals of expanding attendance at its annual

seminar, Defendant AS provided marketing services for Defendant ACMQ. Defendant AS optimized existing marketing channels and platforms for Defendant ACMQ including mass email marketing to a target audience of ACMQ members and social media posts.

62. Defendant McLaughlin had a right to access Defendant ACMQ documents that were stored on Defendant AS's computer system.

63. The outgoing Executive Director of Defendant ACMQ who was an employee of Defendant AS provided her notes and met with Defendant McLaughlin. Defendant McLaughlin was otherwise provided minimal training from Defendant AS and no training from Defendant ACMQ.

64. Defendant AS controlled the manner or method of work performed by Defendant McLaughlin. For example, Defendant McLaughlin was instructed to work with Defendant AS employees on marketing and email blasts. (Exhibit H)

65. Defendant McLaughlin reported to both Defendants Affinity (to Sarah White and Elizabeth Schumacher) and ACMQ.

66. Defendant AS's Sarah White and Elizabeth Schumacher were the primary points of contact for Defendants ACMQ and McLaughlin.

67. All of Defendant McLaughlin's actions were taken individually, and in his capacity as the Executive Director of ACMQ and as an agent of Defendant AS.

Defendants' Relationship with the ACMQ Conference

68. During 2020, 2021 and 2022, Defendant AS partnered with Defendant ACMQ to promote ACMQ membership and its conferences and educational seminars.

69. Defendant AS was directly involved, managed and participated in promoting Defendant ACMQ, including its seminars and conferences.

70. Defendant AS employees were featured speakers at Defendant ACMQ's seminars and conferences, and Defendant AS financially sponsored Defendant ACMQ's events.

71. For example, Defendant AS carried out its marketing plan for Defendant ACMQ at the ACMQ 2021 Healthcare Equity Summit which featured speaker Charlotte Grill, Senior VP Strategy and Policy at Defendant AS. (Exhibit I)

72. The ACMQ 2021 Healthcare Equity Summit also identified "Elizabeth Schumacher and Affinity Strategies" as individual contributors. (Exhibit I)

73. Defendant AS designed the ACMQ 2021 prospectus for the annual conference which includes the email address, acmq@affinity-strategies.com. (Exhibit J)

74. Images and content from the ACMQ's website that were designed by Defendant AS, were used on Defendant ACMQ's annual conference prospectus and program books.

75. Defendant AS continued to promote Defendant ACMQ on its website, www.affinity-strategies.com. For example, in July 2022, Defendant AS published on its website an article, "Member Spotlight: Bringing Quality to Medical Practice with Angelo Caprio with American College of Medical Quality & American Board of Medical Quality". Dr. Caprio is identified in the article as the Vice President of ACMQ. (Exhibit K)

76. In 2022, Defendant McLaughlin worked with Defendants AS and ACMQ to promote the 2022 Annual Conference.

77. Defendant McLaughlin worked with Daniel Hawley, an employee of Defendant AS, to promote the 2022 Annual Conference through digital methods including Defendant ACMQ's website, email communications to ACMQ members, and email blasts. (Exhibits H, I)

78. In 2022, Defendant ACMQ published an article in its journal, AJMQ, called, "Join Us for Our Annual Conference at Fairmont Chicago Millennium Park Hotel." (Exhibit G)

79. Defendant AS contracted on behalf of Defendant ACMQ in arranging the logistics for the 2022 Annual Conference.

80. In 2022, Defendant AS sponsored the conference that is the subject of Exhibit A. (Exhibit M)

81. Defendant AS's Sarah White in her capacity as COO of Defendant AS posted information about the conference that is the subject of Exhibit A on her LinkedIn page. (Exhibit N)

82. The ACMQ 2022 prospectus for the annual conference that is the subject of Exhibit A, includes the email address, acmq@affinity-strategies.com. The prospectus also invites "any questions or other ideas for partnership opportunities, please contact us at acmq@affinity-strategies.com." (Exhibit O)

Sending Junk Faxes

83. Defendant McLaughlin was aware that Defendant ACMQ was financially struggling and knew the annual conference was the greatest source of income for Defendant ACMQ.

84. Defendant AS provided Defendants McLaughlin and ACMQ with additional resources to help promote the annual conference.

85. Defendant AS interviewed and retained another agent for Defendant ACMQ named Mary Kate de Leon that had social media and graphic design skills.

86. Defendant ACMQ was not involved in the process of retaining Mary Kate de Leon.

87. Mary Kate de Leon was paid by Defendant AS.

88. Mary Kate de Leon worked with Defendant McLaughlin and Defendant AS's employees to promote the annual conference.

89. Defendants McLaughlin and ACMQ decided to use fax broadcasting to advertise the 2022 annual conference.

90. Defendant McLaughlin contacted a former political colleague, James Dodge, to assist with purchasing a list of fax recipients.

91. James Dodge connected Defendant McLaughlin, with a third party, Michael Henry of Gulfcoleasingandfunding, LLC (“Gulfco”), to also assist with purchasing a list of fax recipients.

92. The list of U.S. Physician Fax Numbers was purchased from CarePrecise LLC by Complete Campaigns James Dodge at the direction of Defendant McLaughlin, and included names, addresses, phone and fax numbers and NPI numbers for over 700,000 physicians and medical providers.

93. James Dodge connected Defendant McLaughlin, with Gulfco, who provided had experience with fax broadcasting and provided access to a third-party platform for transmission of fax advertisements.

94. Defendant McLaughlin hired a third party, Gulfco, to assist with the transmission of Exhibit A via broadcast fax.

95. The email address acmq@affinity-strategies.com is listed on Exhibit A.

96. Defendant ACMQ produced a check signed by Defendant McLaughlin that was written from the account of Creative Civic Solutions, LLC, payable to Gulf Co Leasing LLC in the amount of \$1,200.00. The \$1,200.00 check was payment for providing Defendants a list of fax numbers and for the transmissions of at least 6,500 faxes in the form of Exhibit A.

97. Defendant AS’ agents Mary Kate de Leon and Defendant McLaughlin along with James Dodge and Gulfco designed Exhibit A.

98. In August-October 2022, Defendant ACMQ’s Executive Committee included Dr. Dan M. Westphal (President), Dr. Angelo A. Caprio (Secretary), Dr. Joel Bundy (Treasurer), and Dr. Aline M. Holmes (Chair, Education Committee).

99. In August-October 2022, Defendant ACMQ's Board of Trustees included Drs. Philip D. Parks, Mary Reich Cooper, J.D., Abha Agrawal, Charles R. Gill, and Cindy Lee.

100. In July-August, 2022, Defendants ACMQ, McLaughlin and AS held one or more Program Committee meetings to discuss marketing, speakers and registrations for 2022 annual conference that is the subject of Exhibit A.

101. The Program Committee meetings were attended by one or more persons in (a) Defendant ACMQ's Board of Trustees and Executive Leadership, (b) one or more employees of Defendant AS and (c) Defendant McLaughlin.

102. On July 29, 2022, Defendant McLaughlin sent an email from dan@affinity-strategies.com to Defendant ACMQ's Executive Committee and Board of Trustees members and Defendant AS's CEO Elizabeth Schumacher and COO Sarah White that he was "trying to dramatically extend are[sic] reach by working with a firm that provides data basses [sic] and the ability to mass fax or email to those lists." (Exhibit P)

103. A week later, Prior to the sending of Exhibit A, Defendant McLaughlin, sent an email from dan@affinity-strategies.com to Defendant AS, including, Elizabeth Schumacher and Sarah White and to Defendant ACMQ, including President Dr. Westphal, Chair of the Education Committee, Dr. Aline M. Holmes and Dr. Mary Reich Cooper concerning the plan to mass broadcast faxes intending to reach approximately 16,000 doctors in Chicago and surrounding areas to advertise the 2022 annual conference. (Exhibit Q)

104. Neither Defendant AS, nor Defendant ACMQ investigated, objected to or repudiated Defendant McLaughlin's actions, responded negatively to his emails or otherwise discouraged the sending of Exhibit A.

105. Defendant ACMQ's President complimented Defendant McLaughlin's blast fax marketing strategy to a purchased list of recipients.

106. Following the filing of this lawsuit, Defendant ACMQ's President Dr. Westphal sent emails about the lawsuit to Defendants AS, McLaughlin and the ACMQ Executive Committee and Board of Trustees.

107. Following the filing of this lawsuit, which initially only included Defendant ACMQ, Defendant AS maintained its high degree of involvement and control over Defendants ACMQ and McLaughlin by coordinating and participating in communications with counsel and insurance for Defendants ACMQ and McLaughlin.

108. Following receipt of the Plaintiff's complaint, Defendant AS conducted an investigation of the alleged facts and its CEO and COO along with Defendant McLaughlin arranged a meeting with counsel for Defendant ACMQ.

109. No one from ACMQ's Executive Committee or Board of Trustees members were present at the meeting with Defendant ACMQ's counsel.

110. After Defendant AS's CEO and COO and Defendant McLaughlin met with counsel for Defendant ACMQ, Defendant AS asked Defendant McLaughlin to sign an independent contractor agreement as a way for Defendant AS to disclaim responsibility.

111. Defendant AS's actions and omissions with regard to the junk faxing complained of herein justify a reasonable assumption that it consented to the alleged unsolicited advertising at issue.

112. In November, 2022, Defendant AS terminated Defendant McLaughlin.

Junk Fax to Plaintiff

113. On August 8, 2022, Plaintiff received the unsolicited fax advertisement attached as Exhibit A on its facsimile machine.

114. Discovery may reveal the transmission of additional faxes as well.

115. Defendants ACMQ, AS and Daniel J. McLaughlin are responsible for sending or

causing the sending of Exhibit A.

116. Defendants ACMQ and AS attempted to derive economic benefit from the sending of the fax by gaining attendees at the ACMQ 2022 Annual Conference.

117. The ACMQ 2022 Annual Conference offered in Exhibit A, costs between \$30 for students up to \$450 for non-members to attend. See, www.acmq.org/2022-annual-conference, website referenced on Exhibit A, and last visited August 10, 2022.

118. Defendants either negligently or willfully violated the rights of Plaintiff and other recipients in sending the faxes.

119. Plaintiff had no prior relationship with Defendants and had not authorized the sending of fax advertisements to Plaintiff. Plaintiff is not a member of the American College of Medial Quality.

120. The fax attached hereto as Exhibit A was sent as part of a mass broadcasting of faxes.

121. Exhibit A does not contain an “opt out” notice that complies with 47 U.S.C. §227.

122. Defendants have transmitted similar unsolicited fax advertisements to at least 40 persons in Illinois.

123. There is no reasonable means for Plaintiff or other recipients of Defendants’ unsolicited advertising faxes to avoid receiving illegal faxes. Fax machines must be left on and ready to receive the urgent communications authorized by their owners.

COUNT I – TCPA

124. Plaintiff incorporates ¶¶ 1-123.

125. Defendants AS and ACMQ co-marketed and together participated in and controlled Defendant McLaughlin with mutual responsibility for any wrongful conduct of each other’s actions within the scope of Defendant McLaughlin’s authority.

126. Defendant McLaughlin had authority to act on behalf of Defendants AS and ACMQ and Defendant McLaughlin was the authorized agent of Defendants AS and ACMQ.

127. Defendants AS and ACMQ are responsible for the Defendant McLaughlin's conduct in initiating and causing to send the junk faxes at issue.

128. Defendant McLaughlin was the agent of Defendant AS.

129. Defendant McLaughlin was the agent of Defendant ACMQ.

130. Defendant AS authorized Defendant McLaughlin to use the acmq@affinity-strategies.com email address.

131. The content and images in Exhibit A were created by Defendant AS' agents Mary Kate de Leon and Defendant McLaughlin.

132. Defendant McLaughlin was engaged by Defendant AS to assist with the marketing and promotion of Defendant ACMQ's Annual Conference.

133. Having been provided with the plan to send a mass broadcast fax advertisement to a purchased list of recipients prior to the fax transmission, Defendant ACMQ expressly complimented Defendant McLaughlin for initiating and causing to send Exhibit A by broadcast fax.

134. On behalf of Defendant ACMQ, Defendant AS's agent, Defendant McLaughlin caused to send Exhibit A by broadcast fax.

135. Defendant ACMQ approved the sending of a mass broadcast fax advertisement.

136. Having been provided with the plan to send a mass broadcast fax advertisement to a purchased list of recipients prior to the fax transmission, Defendant AS did not object or repudiate Defendant McLaughlin for initiating and causing to send Exhibit A by broadcast fax.

137. Defendants AS and ACMQ were knowingly ready to accept the benefits of the junk fax broadcast, in the form of additional registrants and attendees at the 2022 ACMQ Annual Conference.

138. Defendant AS is vicariously liable for the actions of Defendants McLaughlin and ACMQ in violation of the TCPA.

139. Defendant AS is vicariously liable for violating the TCPA due to the actions of its agent(s) in promoting the 2022 Annual Conference by unsolicited broadcast fax and jointly with Defendant ACMQ ratified the sending of mass broadcast fax advertisements to a purchased list of recipients.

140. Defendant ACMQ is directly liable for violating the TCPA because its annual conference is the subject of Exhibit A.

141. The Annual Conference promoted in Exhibit A is by and for Defendant ACMQ and Defendant ACMQ is a sender of Exhibit A.

142. Defendant McLaughlin is vicariously liable for violating the TCPA for his actions on behalf of Defendants ACMQ and AS in causing to send Exhibit A.

143. Defendant McLaughlin acted with apparent authority of Defendants ACMQ and AS for reasons that include: (1) he identified third-parties to purchase a list of intended recipients and to provide a platform for the transmission of junk faxes to advertise the 2022 annual conference; (2) he used design resources of and provided by Defendant AS to create the content of the fax, used the ACMQ website, name and logo, ACMQ website images and email address provided by Defendant AS on Exhibit A. These manifestations of authority of Defendant McLaughlin to act as an agent of Defendants AS and ACMQ were reasonable and traceable to Defendants AS and ACMQ.

144. At the time that Defendant AS requested that Defendant McLaughlin sign the independent contractor agreement in late August, 2022, Defendant AS had reviewed Exhibit A, met

with ACMQ's counsel and knew that Defendant ACMQ was being sued by Plaintiff for violating the TCPA by sending broadcast junk faxes.

145. Defendant AS knowingly attempted to disclaim responsibility for the junk faxes.

146. The ratification occurred by and through Defendants AS and ACMQ's conduct in which Defendant McLaughlin on multiple occasions notified leadership persons for both Defendants AS and ACMQ of sending a broadcast fax to a purchased list of recipients without any discouragement, objection or repudiation thereby consenting to be bound by the legal consequences of Defendants AS and ACMQ's agent, Defendant McLaughlin.

147. The TCPA makes unlawful the "use of any telephone facsimile machine, computer or other device to send an unsolicited advertisement to a telephone facsimile machine ..." 47 U.S.C. §227(b)(1)(C).

148. The TCPA, 47 U.S.C. §227(b)(3), provides:

Private right of action.

A person or entity may, if otherwise permitted by the laws or rules of court of a State, bring in an appropriate court of that State—

(A) an action based on a violation of this subsection or the regulations prescribed under this subsection to enjoin such violation,

(B) an action to recover for actual monetary loss from such a violation, or to receive \$500 in damages for each such violation, whichever is greater, or

(C) both such actions.

If the Court finds that the Defendant willfully or knowingly violated this subsection or the regulations prescribed under this subsection, the court may, in its discretion, increase the amount of the award to an amount equal to not more than 3 times the amount available under the subparagraph (B) of this paragraph.

149. Plaintiff and each class member suffered damages as a result of receipt of the unsolicited faxes, in the form of paper and ink or toner consumed as a result. Furthermore, Plaintiff's statutory right of privacy was invaded.

150. Plaintiff and each class member is entitled to statutory damages.

151. Defendants violated the TCPA even if their actions were only negligent.

152. Defendants should be enjoined from committing similar violations in the future.

CLASS ALLEGATIONS

153. Pursuant to Fed.R.Civ.P. 23(a) and (b)(3), Plaintiff brings this claim on behalf of a class, consisting of (a) all persons with fax numbers (b) who, on or after a date four years prior to the filing of this action (28 U.S.C. §1658), (c) were sent faxes by or on behalf of Defendants American College of Medical Quality, Inc., Daniel J. McLaughlin, and Affinity Strategies, LLC, promoting the ACMQ 2022 Annual Conference (d) where Defendants do not have evidence of consent or an established business relationship prior to the sending of the faxes.

154. The class is so numerous that joinder of all members is impractical. Plaintiff alleges that there are more than 40 members of the class.

155. There are questions of law and fact common to the class that predominate over any questions affecting only individual class members. The predominant common questions include:

- a. Whether Defendants engaged in a pattern of sending unsolicited fax advertisements;
- b. The manner in which Defendants compiled or obtained their list of fax numbers;

and

- c. Whether Defendants thereby violated the TCPA;

156. Plaintiff will fairly and adequately protect the interests of the class. Plaintiff has retained counsel experienced in handling class actions and claims involving unlawful business practices. Neither Plaintiff nor Plaintiff's counsel have any interests which might cause them not to vigorously pursue this action.

157. Plaintiff's claims are typical of the claims of the class members. All are based on

the same factual and legal theories.

158. A class action is the superior method for the fair and efficient adjudication of this controversy. The interest of class members in individually controlling the prosecution of separate claims against Defendants is small because it is not economically feasible to bring individual actions.

159. Numerous courts have certified class actions under the TCPA. *Holtzman v. Turza*, 08cv2014, 2009 WL 3334909, 2009 U.S. Dist. LEXIS 95620 (N.D.Ill. Oct. 14, 2009), *aff'd in part, rev'd in part, vacated in part*, 728 F.3d 682 (7th Cir. 2013); *Ballard RN Center, Inc. v. Kohl's Pharmacy and Homecare, Inc.* 2015 IL 118644, 48 N.E.3d 1060; *American Copper & Brass, Inc. v. Lake City Indus. Products, Inc.*, 757 F.3d 540, 544 (6th Cir. 2014); *In re Sandusky Wellness Center, LLC*, 570 Fed.Appx. 437, 437 (6th Cir. 2014); *Sandusky Wellness Center, LLC v. Medtox Scientific, Inc.*, 821 F.3d 992, 998 (8th Cir. 2016); *Sadowski v. Med1 Online, LLC*, 07cv2973, 2008 WL 2224892, 2008 U.S. Dist. LEXIS 41766 (N.D.Ill. May 27, 2008); *CE Design Ltd. v. Cy's Crabhouse North, Inc.*, 259 F.R.D. 135 (N.D.Ill. 2009); *Targin Sign Systems, Inc. v. Preferred Chiropractic Center, Ltd.*, 679 F.Supp.2d 894 (N.D.Ill. 2010); *Garrett v. Ragle Dental Laboratory, Inc.*, 10cv1315, 2010 WL 4074379, 2010 U.S. Dist. LEXIS 108339 (N.D.Ill. Oct. 12, 2010); *Hinman v. Mc&M Rental Center, Inc.*, 545 F.Supp.2d 802 (N.D.Ill. 2008); *G.M. Sign, Inc. v. Group C Communications, Inc.*, 08cv4521, 2010 WL 744262, 2010 U.S. Dist. LEXIS 17843 (N.D.Ill. Feb. 25, 2010); *Kavu, Inc. v. Omnipak Corp.*, 246 F.R.D. 642 (W.D.Wash. 2007); *Display South, Inc. v. Express Computer Supply, Inc.*, 961 So.2d 451, 455 (La.App. 2007); *Display South, Inc. v. Graphics House Sports Promotions, Inc.*, 992 So.2d 510 (La.App. 2008); *Lampkin v. GGH, Inc.*, 146 P.3d 847 (Ok.App. 2006); *ESI Ergonomic Solutions, LLC v. United Artists Theatre Circuit, Inc.*, 203 Ariz. 94, 50 P.3d 844 (2002); *Core Funding Group, LLC v. Young*, 792 N.E.2d 547 (Ind.App. 2003); *Critchfield Physical Therapy v. Taranto Group, Inc.*, 293 Kan. 285, 263 P.3d 767 (2011); *Karen S. Little, L.L.C. v. Drury Inns, Inc.*, 306 S.W.3d 577 (Mo.App. 2010); *Lindsay Transmission, LLC v. Office Depot, Inc.*, 4:12cv221, 2013 WL 275568, 2013 U.S. Dist. LEXIS 9554 (E.D.Mo. Feb. 24, 2013).

160. Management of this class action is likely to present significantly fewer difficulties than those presented in many class actions, e.g. for securities fraud.

WHEREFORE, Plaintiff requests that the Court enter judgment in favor of Plaintiff and the class and against Defendants for:

- a. Actual damages;
- b. Statutory damages;
- c. An injunction against the further transmission of unsolicited fax advertisements;
- d. Costs of suit;
- e. Such other or further relief as the Court deems just and proper.

COUNT II – CONVERSION

161. Plaintiff incorporates ¶¶ 1-146.

162. By sending Plaintiff and the class members unsolicited faxes, Defendants converted to their own use ink or toner and paper belonging to Plaintiff and the class members.

163. Immediately prior to the sending of the unsolicited faxes, Plaintiff and the class members owned and had an unqualified and immediate right to the possession of the paper and ink or toner used to print the faxes.

164. By sending the unsolicited faxes, Defendants appropriated to their own use the paper and ink or toner used to print the faxes and used them in such manner as to make them unusable. Such appropriation was wrongful and without authorization.

165. Defendants knew or should have known that such appropriation of the paper and ink or toner was wrongful and without authorization.

166. Plaintiff and the class members were deprived of the paper and ink or toner, which could no longer be used for any other purpose. Plaintiff and each class member thereby suffered damages as a result of receipt of the unsolicited faxes.

167. Defendants should be enjoined from committing similar violations in the future.

CLASS ALLEGATIONS

168. Pursuant to Fed.R.Civ.P. 23(a) and (b)(3), Plaintiff brings this claim on behalf of a class, consisting of (a) all persons with Illinois fax numbers (b) who, on or after a date five years prior to the filing of this action, (c) were sent faxes by or on behalf of Defendants American College of Medical Quality, Inc., Daniel J. McLaughlin, and Affinity Strategies, LLC, promoting the ACMQ 2022 Annual Conference (d) where Defendants do not have evidence of consent or an established business relationship prior to the sending of the faxes.

169. The class is so numerous that joinder of all members is impractical. Plaintiff alleges that there are more than 40 members of the class. (Omit?)

170. There are questions of law and fact common to the class that predominate over any questions affecting only individual class members. The predominant common questions include:

- a. Whether Defendants engaged in a pattern of sending unsolicited fax advertisements;
- b. Whether Defendants thereby converted the property of Plaintiff.

171. Plaintiff will fairly and adequately protect the interests of the class. Plaintiff has retained counsel experienced in handling class actions and claims involving unlawful business practices. Neither Plaintiff nor Plaintiff's counsel have any interests which might cause them not to vigorously pursue this action.

172. Plaintiff's claims are typical of the claims of the class members. All are based on the same factual and legal theories.

173. A class action is the superior method for the fair and efficient adjudication of this controversy. The interest of class members in individually controlling the prosecution of separate claims against Defendants is small because it is not economically feasible to bring individual actions.

174. Management of this class action is likely to present significantly fewer difficulties

than those presented in many class actions, e.g. for securities fraud.

WHEREFORE, Plaintiff requests that the Court enter judgment in favor of Plaintiff and the class and against Defendants for:

- a. Actual damages;
- b. An injunction against the further transmission of unsolicited fax advertisements;
- c. Costs of suit;
- d. Such other or further relief as the Court deems just and proper.

COUNT III – TRESPASS TO CHATTELS

175. Plaintiff incorporates ¶¶ 1-146.

176. Plaintiff and the class members were entitled to possession of the equipment they used to receive faxes.

177. Defendants' sending Plaintiff and the class members unsolicited faxes interfered with their use of the receiving equipment and constitutes a trespass to such equipment. *Chair King v. Houston Cellular*, 95cv1066, 1995 WL 1693093 at *2 (S.D. Tex. Nov. 7, 1995) (denying a motion to dismiss with respect to Plaintiff's trespass to chattels claim for unsolicited faxes), vacated on jurisdictional grounds 131 F.3d 507 (5th Cir. 1997).

178. Defendants acted either intentionally or negligently in engaging in such conduct.

179. Plaintiff and each class member suffered damages as a result of receipt of the unsolicited faxes.

180. Defendants should be enjoined from continuing trespasses.

CLASS ALLEGATIONS

181. Pursuant to Fed.R.Civ.P. 23(a) and (b)(3), Plaintiff brings this claim on behalf of a class, consisting of (a) all persons with Illinois fax numbers (b) who, on or after a date five years prior to the filing of this action, (c) were sent faxes by or on behalf of Defendants American College of Medical Quality, Inc., Daniel J. McLaughlin and Affinity Strategies, LLC promoting the

ACMQ 2022 Annual Conference (d) where Defendants do not have evidence of consent or an established business relationship prior to the sending of the faxes.

182. The class is so numerous that joinder of all members is impractical. Plaintiff alleges that there are more than 40 members of the class. (Omit?)

183. There are questions of law and fact common to the class that predominate over any questions affecting only individual class members. The predominant common questions include:

- a. Whether Defendants engaged in a pattern of sending unsolicited fax advertisements;
- b. Whether Defendants thereby committed a trespass to chattels.

184. Plaintiff will fairly and adequately protect the interests of the class. Plaintiff has retained counsel experienced in handling class actions and claims involving unlawful business practices. Neither Plaintiff nor Plaintiff's counsel have any interests which might cause them not to vigorously pursue this action.

185. Plaintiff's claims are typical of the claims of the class members. All are based on the same factual and legal theories.

186. A class action is the superior method for the fair and efficient adjudication of this controversy. The interest of class members in individually controlling the prosecution of separate claims against Defendants is small because it is not economically feasible to bring individual actions.

187. Management of this class action is likely to present significantly fewer difficulties than those presented in many class actions, e.g. for securities fraud.

WHEREFORE, Plaintiff requests that the Court enter judgment in favor of Plaintiff and the class and against Defendants for:

- a. Actual damages;

- b. An injunction against the further transmission of unsolicited fax advertisements;
- c. Costs of suit;
- d. Such other or further relief as the Court deems just and proper.

/s/ Daniel A. Edelman

Daniel A. Edelman

Daniel A. Edelman

Dulijaza (“Julie”) Clark

Heather Kolbus

**EDELMAN, COMBS, LATTURNER
& GOODWIN, LLC**

20 S. Clark Street, Suite 1500

Chicago, Illinois 60603

(312) 739-4200

(312) 419-0379 (FAX)

CERTIFICATE OF SERVICE

I, Daniel A. Edelman, hereby certify that on June 5, 2024, I caused a true and correct copy of the foregoing document to be filed via the Court's CM/ECF system, which caused notification to be sent by email to the following:

Michael J. Progar - mjp@doherty-progar.com
Faredin Ameti - fda@doherty-progar.com
John E. Broussard - jeb@progarlaw.com
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Chicago, IL 60602

s/ Daniel A. Edelman
Daniel A. Edelman

Daniel A. Edelman
Dulijaza (Julie) Clark
Heather Kolbus
**EDELMAN, COMBS, LATTURNER
& GOODWIN, LLC**
20 S. Clark Street, Suite 1500
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(312) 739-4200

EXHIBIT A



www.acmq.org/2022-annual-conference
acmq@affinity-strategies.com

**Spend a great weekend in Chicago
and earn up to 18 CMEs**

CARE AFTER COVID

Early Bird Pricing Ending August 15th

**ACMQ 2022 Annual Conference: Care After Covid
September 30–October 2, 2022
Fairmont Chicago Millennium Park Hotel**

We would love to have you join us for the ACMQ 2022 Annual Conference: Care After COVID being held in-person at the Fairmont Chicago Millennium Park Hotel September 30–October 2.

We have 25 exceptional speakers lined up with topics ranging from advancing health equity to home healthcare improvements, to expanding telehealth access and evidence based empathy training, along with many more!
In addition to the experience and knowledge you'll gain, CMEs are available for all topics.

**Check out our website for all conference information including
registration details and our program including speakers and topics.**

www.acmq.org/2022-annual-conference

To Opt out of future faxes please call 773.887.6030

EXHIBIT B

The ACMQ Value Proposition

**Donald E. Casey Jr, MD, MPH, MBA, FACP, FAHA,
DFAAPL, CPE, DFACMQ, President,
American College of Medical Quality**

The American College of Medical Quality (ACMQ) represents medical quality professional leaders from health systems, academia, public health, health care payers, life sciences, government, and other health care settings across the United States and internationally.

Our Mission

The mission of the ACMQ is to provide leadership and education to the field of health care quality management. ACMQ is a 501(c)(3) nonprofit organization founded 47 years ago in 1973.

Our Vision

ACMQ is the organization for health care professionals responsible for providing leadership in quality and safety outcomes, who want or need the tools, experience, and expertise to improve the quality and safety of patient care.

Our Values

- To educate and provide a forum for health care professionals, government agencies, and other regulatory bodies involved in medical quality management
- To provide a core body of knowledge to health care professionals in the field of medical quality management
- To elevate the standards of medical schools and postgraduate education in medical quality management
- To conduct, sponsor, and publish ongoing research and other scholarly evaluation in the various fields of medical quality

Our Objectives for Advancing the Field of Medical Quality

1. Professional Education and Career Development
2. Scholarship
3. Thought Leadership
4. Expertise and Experience

5. Advocacy
6. Certification in Medical Quality (through the American Board of Medical Quality)

The Value of ACMQ Membership

Membership includes the following:

1. Support of and participation in ACMQ's annual "Medical Quality" meetings (In Person and Virtual).
2. Direct access to ACMQ Members who are nationally recognized experts and opinion leaders in the field of healthcare quality and safety.
3. Publication opportunities in the *American Journal of Medical Quality (AJMQ)*, including sponsorship and hosting of special *AJMQ* supplements.
4. Direct access to the National Quality Forum (NQF) through ACMQ (an active member of NQF, with several nationally recognized ACMQ quality experts who sit on key NQF Committees and Technical Expert Panels). ACMQ is also an active and contributing member of the National Quality Partners (NQP).
5. Input to the American Medical Association (AMA) through ACMQ, the only medical specialty society for practitioners of medical quality management recognized with a seat in the AMA House of Delegates.
6. Virtual and On-Demand Educational and Thought Leadership Events (eg, ACMQ's recent Virtual Medical Quality 2020).
7. ACMQ's internationally known "QI Bootcamp" for early- and mid-career Healthcare Quality Professionals and Candidates for ABMQ's (American Board of Medical Quality) CMQ Examination (Virtual and for Regional Live events).
8. Access to Live Virtual Events sponsored by ACMQ Partner Organizations (eg, NQF, NQP, AMA House of Delegates, ACMQ Sponsors, and the Jefferson College of Population Health).
9. Special Live and On-Demand events highlighting key *AJMQ* authors' presentations, interviews,

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DOI: 10.1177/1062860620968945
ajmq.sagepub.com



podcasts, etc (also coming in 2021 is the *AJMQ* Journal Club).

10. Special programs targeting Virtual and Live Professional Development and Education events for the ACMQ Student, Resident and Fellow Section (SRF) and Early Career members (eg, ACMQ Quality Scholars).
11. Customized In-Person and Virtual events ACMQ's Organizational and Special domestic and international members (eg, SEHA).
12. Scheduled and "Pop Up" one-hour presentations from nationally recognized ACMQ members and other key thought leaders in the field of health care quality and patient safety.
13. Special mentoring, quality improvement research, and career development opportunities for medical and health science graduate students, medical residents and fellows in training, and clinicians in the early stages of their professional careers. This includes the opportunity to participate in scholarly publications in *AJMQ* and other journals focused on health care quality.

ACMQ Board of Trustees

Special thanks to the ACMQ Board for their support and commitment to "Our College".

Mary Cooper, Member Engagement & Education Committee (ME&EC)
 Angelo Giardino, Chair, ACMQ Publications Committee
 Aline Holmes, Chair, ME&EC, Membership & Marketing (M&M)
 Christopher Jackson, Chair, ACMQ Student/Resident/Fellow (SRF) Section, ME&EC, M&M
 Michael Jin, Past Chair, ACMQ SRF Section, M&M
 Cindy Lee, M&M, Emerging Leaders Council
 Philip Parks, MQ 2020 Steering Committee, Industry Liaison/Sponsors' Council
 Lee Ann Riesenberg, ME&EC, Publications Committee

ACMQ Executive Committee

Don Casey, President, M&M, Executive Sponsor for MQ 2020 AMA Delegate

Dan Westphal, MQ 2020 Steering Committee, ME&EC, ABMQ Board, Secretary

John Vigorita, Treasurer, Publication Committee

ACMQ Welcomes Affinity Strategies

ACMQ is pleased to announce that the College is now partnering with Chicago-based Affinity Strategies as its association management company. Affinity Strategies has over 25 years of experience managing state, national, and international health care professional nonprofit associations. Affinity provides customized services to improve operations, member engagement, and marketing. Affinity is known for combining an entrepreneurial approach with proven tactics to help clients achieve their strategic priorities.

Affinity Strategies was founded by CEO, Elizabeth Schumacher, JD, aka "Liz." Prior to starting Affinity Strategies, Liz was Executive Director of LUGPA, a national urology subspecialty association with over 2400 members. As a senior legislative attorney for the American Medical Association, Liz managed nationwide health insurance public policy development and Affordable Care Act rulemaking. While at Pfizer, Liz developed and implemented strategic stakeholder engagement on key issues, including specialty tiers, access to medications, biologics, and Medicare. Liz began her career at age 26 at the University of Wisconsin, where she was responsible for the third largest academic medical research budget in the United States.

ACMQ's new Executive Director is Amy Thomasson. She has extensive experience in marketing and communications, membership development, and volunteer engagement, working in a variety of business environments ranging from *Fortune* 500 to professional associations. She most recently served as Marketing Director at the Congress of Neurological Surgeons, a 10000-member medical society. Amy is incredibly passionate about volunteerism within the association and nonprofit community, and serves on the Board of Directors for EverThrive Illinois, a community health nonprofit working to improve the health and wellbeing of women, children, and families throughout Illinois.

For more information on ACMQ Membership or any other ACMQ matters, visit <https://acmq.org/page/Membership> or contact Amy Thomasson (ACMQ Executive Director) at acmq@affinity-strategies.com.

EXHIBIT C

MEDICAL

Launching a Journal Club for Medical Professionals



AMY THOMASSON

APRIL 01, 2021





Last fall, one of Affinity Strategies' clients, the American College of Medical Quality (ACMQ) launched their monthly Quality Improvement Journal Club. ACMQ's Student, Resident, and Fellows (SRF) section created and launched the journal club, which highlights current articles focused on medical quality. Each month the SRF selects an article and invites the authors to join us to discuss their work and their findings. The discussions are also led by one or two experts in medical quality who share their perspectives and impressions from the article and help place the article's findings into a broader context.

ACMQ has had some key learnings since launching the QI Journal Club. Here are some takeaways any medical association or society can apply to launching or running a journal club:

Experiment with Timing

Google the best time to host a webinar or online event and the results will tell you late morning to mid-afternoon. Factor in a variety of time zones and the ever-evolving, never

dull schedules of medical students and professionals, and the correct timing will be even more of a head scratcher. The first two QI Journal Club events were held in the early evening, as the launch team wanted to see if they could capture a student and professional audience after a busy day of learning and working. While the audience that ended up attending the first two events wasn't terribly large, it was highly engaged. Content is king, and while timing can be experimented with and refined, great content and positive engagement is harder to come by, and much more meaningful.

Subject Matter Experts are Critical

Having great guests starts with knowing your audience. Before hosting your first journal club event, ask yourself these questions: Who is my ideal audience? What challenges or problems are they currently facing? What are their goals? Why would they spend an hour listening to a virtual journal club event rather than doing something else? Answering these questions will help you determine what subject matter expertise and which type of guests to pursue. This allows you to then take advantage of the built-in networks and relationships that exist within your volunteer base. For the QI Journal Club, the SRF section chose to reach out to a diverse mix of ACMQ members and nonmembers. This has allowed ACMQ to highlight and elevate excellent individuals within the member community, while also exposing ACMQ to a larger audience outside the member base.

Leave Time for Networking

I recently read a post from Socio, a virtual event platform and company, that stated "If a virtual event doesn't include networking, it's just a webinar." The pandemic devastated the events industry and has changed the way all of us think about networking. Networking online is no longer a 'nice to have.' When your audience skews towards medical students and early-career professionals, networking is a necessity. The QI Journal Club podcast features lively discussion between guests and moderators, which typically leads nicely into additional lively discussion and networking amongst guests. However, each audience member is different, so don't forget to help coax your quieter attendees into discussion with some ice breaker questions.

Incorporate these tips, and your next journal club event is sure to be a success!

EXHIBIT D



AFFINITY STRATEGIES

Client Spotlight: The American College of Medical Quality



AMY THOMASSON
JULY 27, 2021



Affinity Strategies was thrilled to bring onboard the American College of Medical Quality (ACMQ) in 2020. Unlike some of our clients that focus on a particular medical specialty or subspecialty, ACMQ reaches across all disciplines to physicians, nurses, residents, medical students, academics, and others who want or need the tools, experience, and expertise to improve the quality and safety of patient care.

ACMQ is *the* organization for healthcare professionals responsible for providing leadership in quality and safety outcomes. The College's mission is to provide leadership and education to their growing community of dedicated members, who represent current and future leadership in medical quality management.

The organization has a nearly 50-year legacy of pioneering support for the implementation and innovation of quality-based medicine. ACMQ was founded in Pennsylvania in 1973 as the American College of Utilization Review Physicians. In 1991 the name was changed to the American College of Medical Quality to reflect the evolving changes in the specialty.

Here are some notable facts about the College:

- ACMQ is the *only* medical specialty society for practitioners of medical quality management, recognized by the American Medical Association with a seat in the AMA House of Delegates.
- ACMQ is an active member of the National Quality Forum (NQF), with several nationally recognized ACMQ quality experts who sit on key NQF Committees and Technical Expert Panels.
- ACMQ is the owner and founder of the oldest peer-reviewed internationally renowned Quality journal in the world. ***The American Journal of Medical Quality (AJMQ)*** was founded in 1985 and is edited by David Nash, MD, Dean of the Thomas Jefferson College of Population Health, along with an illustrious Editorial Board consisting of the “who’s who” of international quality and patient safety experts.

Interested in learning more about the American College of Medical Quality? We encourage you to visit <https://acmq.org>.

Related Posts

EXHIBIT E



OUR TEAM

WHO WE ARE



Our team has done the incredible and wants to help you do the same. We are a group of diverse and experienced professionals who are excited to work with you. We understand your needs and can guide you to that next level

of success – whether that is your next meeting or next stage in your business.



SARAH WHITE

VP Financial Operations

Sarah serves as Chief Operating Officer for AS. She has held a CPA certificate since 1999 and has experience in public accounting and working within both the public and private sector. In her role, Sarah works directly with clients on their financial needs, coordinates all accounting functions, and oversees AS operations. She is particularly proficient with budgeting and analytics and has a strong working knowledge of QuickBooks and related tools used by many small organizations. Sarah enjoys time with her husband, children, and family, Loyola sports and cooking. She also serves as Board President for Senior Home Sharing, a not-for-profit organization committed to providing affordable family-style living to senior citizens. Sarah received her BBA in Accounting, Honors from Loyola University Chicago.



comprehensive alliances and audiences, which is supported by her

executive experience managing legislative and public relations, legal affairs, business planning, clinical research and health policy.



MEET THE TEAM

CLIENT SUCCESS & ASSOCIATION
MANAGEMENT



Sarah White

COO



EXHIBIT F



OUR TEAM

WHO WE ARE



Our team has done the incredible and wants to help you do the same. We are a group of diverse and experienced professionals who are excited to work with you. We understand your needs and can guide you to that next level.



**ELIZABETH
SCHUMACHER, JD**

CEO

Prior to starting Affinity Strategies, Liz was Executive Director of LUGPA, a national urology subspecialty association with over 2,400 members. As a senior legislative attorney for the American Medical Association, Liz managed nationwide health insurance public policy development and Affordable Care Act rulemaking. While Pfizer, Liz developed and implemented strategic stakeholder engagement on key issues, including specialty tiers, access to medications, biologics, Medicare. Liz began her career at age 26 at the University of Wisconsin, where she was responsible for the third largest academic medical research budget in the United States.

Recent speaking engagements include the American Association of Medical Society Executives, ASAE, University of Wisconsin Law School, The Department of Health and Human Services, Elevate Women's Network; American Medical Association and other global organizations. Liz

has testified before Congress and is an avid advocate for kidney and organ transplant patients. Liz is a third generation Badger and received her Bachelor's, Law and Master of Law degrees from the University of Wisconsin. Liz enjoys cooking, baking, global travel, and reading. She values her time with her husband, Shawn and Bulldogge, Brit and being with family and friends.



Elizabeth Schumacher, JD

CEO and Founder

OUR FOUNDER

Elizabeth Schumacher has represented health care clients for 20 years, including international, national and state medical, academic and specialty associations. Her expertise spans; hospital systems, health insurers, long-term care, and the pharmaceutical industry. Liz has a unique ability to authentically engage strategic stakeholders and build comprehensive alliances and audiences, which is supported by her

executive experience managing legislative and public relations, legal affairs, business planning, clinical research and health policy.



MEET THE TEAM

CLIENT SUCCESS & ASSOCIATION
MANAGEMENT

EXHIBIT G

Join Us for Our Annual Conference at Fairmont Chicago Millennium Park Hotel

Dan M. Westphal, MD, MBA, FCCP, FACMQ

Welcome to Summer and to what we all hope will be a declining impact from COVID. I am happy to announce a few important activities here at the American College of Medical Quality (ACMQ). First, I would like to welcome our new Executive Director, Dan McLaughlin. As part of our management team at Affinity Strategies, Dan comes to us with almost 30 years of association management and legislative experience. We are excited to get Dan fully acclimated to ACMQ, and we look forward to working together to make our Annual Conference in Chicago an outstanding, don't-miss event.

We are also very excited to have Joel Bundy join the board and now the Executive Committee. Read more about Joel's experience below:

Joel Bundy, MD, FACP, FASN, CPE

Dr Bundy is the Chief Quality and Safety Officer for Sentara Healthcare. He is highly active in the Medical Society of Virginia, and currently is a delegate from Virginia to the American Medical Association. He is enthusiastic about quality and is a Master Six Sigma Black Belt and Lean practitioner through training at Villanova University and is completing a Master's Degree in Healthcare Quality and Safety Management through Jefferson University.

Dr Bundy is a Fellow of the American College of Physicians, the American Society of Nephrology, and the American Association for Physician Leadership and is a Certified Physician Executive. He earned his medical degree from Wake Forest University. He completed his Internal Medicine residency and Nephrology fellowship at the University of Florida,

University of California San Francisco, and Naval Medical Center Portsmouth.

Mark Your Calendars for the Annual Conference

After 2 years of virtual annual conferences, we could not be more excited about meeting in person this year in Chicago. The annual conference will be held September 30 to October 2 at the Fairmont Chicago Millennium Park Hotel, a beautiful hotel within walking distance of Navy Pier and Michigan Avenue. "Care After Covid" will be our overriding theme with impressive speakers touching on numerous topics related to our theme. I am confident that this conference will be outstanding and one you will not want to miss. CMEs will be attainable. I would like to thank the members of the Board and the Program Committee for the many hours they have been committing toward the success of this year's conference.

Connect With Us Online

Do not forget to check out the revamped website and new ACMQ job board. We highlighted these in the last newsletter, but you can find them at www.ACMQ.org and contact us at acmq@affinity-strategies.com for pricing or more information on posting open positions.

Conflicts of Interest

The author has no conflicts of interest to disclose.

EXHIBIT H

3/28/22, 9:19 AM

FW: Webinar Procedures - please read - Dan McLaughlin - Outlook

Reply all
 Delete
 Junk
 Block sender
 ...

FW: Webinar Procedures - please read

determined, must come through me before confirmed with the client, again to make sure there are not any conflicts. If you need to check before talking with the client these are all in DropBox <https://www.dropbox.com/s/irtoxykyuual2r0/Webinars.xlsx?dl=0> and in the Team Up Calendar.

2. As soon as the date and time is determined, DJ or Kendall with reserve it in Zoom.
3. ED are responsible for getting the dates, times, speakers names and email, a short description and registration information. I have added a new item labeled Webinars in the Basecamp AS Staff Only: Graphic Project Management. Please start a new item for each webinar with the client name and date of the webinar and put all relevant information here. For now SDNP, ACMQ, and ABEA can be assigned to DJ and AFS, ASNM, APTA KS and SENTAC to Kendall.
4. ED's will work with Daniel or Kendall on marketing and registration eblasts.
5. DJ and Kendall will update Zoom with all the information provided by the ED and reach out to the speakers to introduce themselves and give a brief overview of how the webinar will run and to collect any other required information. This should be done at least 2 weeks prior to the event.
6. Kendall and DJ will join 30-45 minutes prior to the start of the webinar and make sure all speakers join at least 30 min prior to the start.
7. DJ and Kendall will provide any practice or training necessary to the speakers.
8. ED's will send a thank you email to all the speaker immediately following the event. I feel this should come from the main client contact, on behalf of the of the board vs. from Kendall or DJ.

If any CME accreditation is required, please work with Corrine.

I think that should cover the process and make sure everything runs smoothly. Please let me know if you have any questions.

Thanks,



Becky Cira
 Executive Director, Director of Meetings and Events
becky@affinitystrategies.com
 (331) 248-2636

Reply Reply all Forward

CHANGING MEMBER STATUS - HIT REVIEW THEN MEMBER
 CLICKS AUTOMATICALLY SENDS INVOICE

BLAST EMAILS ON MAIL CHIMP THROUGH DANIEL
 WEBSITE - DANIEL

EXHIBIT I

— AMERICAN COLLEGE OF —
Medical Quality

HEALTHCARE EQUITY SUMMIT

OCTOBER 1–2, 2021

Healthcare Equity: A New Paradigm in Quality

2021 Annual Meeting of the American College of Medical Quality

PROGRAM BOOK



www.acmq.org
#ACMQ21

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ACMQ OFFICERS

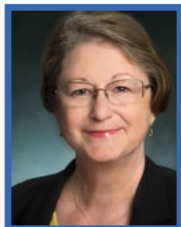
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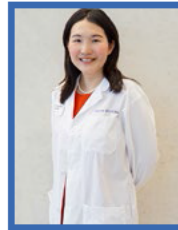
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Children's Hospital



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Center (UTHSC)



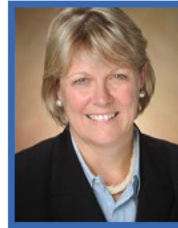
At Large
Abha Agrawal, MD, FACP, FACHE
Chief Medical Officer, Humboldt Park Health



At Large
Cindy Lee, MD, FACMQ, FSBI
Associate Professor of Radiology, NYU
Langone Health



At Large
Philip D. Parks, MD, MPH
Vice President, Healthcare Innovation,
Cardinal Health



At Large
Mary Reich Cooper, MD, JD
Chief Quality Officer and Senior Vice
President, Clinical Services Connecticut
Hospital Association, Program Director,
Healthcare Quality and Safety Associate
Professor, Population Health Jefferson
College of Population Health Thomas
Jefferson University

WELCOME FROM ACMQ PRESIDENT

Dear Colleague,

On behalf of the American College of Medical Quality (ACMQ) Board of Trustees, committees, supporters, and partners, we welcome you to ACMQ's 2021 virtual meeting. This year, we are seizing the moment to build and deliver world-class educational content on a subject near and dear to the hearts and minds of the ACMQ community and the medical quality community at large—healthcare equity.

The full title of this year's meeting is 'Healthcare Equity: A New Paradigm in Quality.' The Centers for Disease Control and Prevention states that, "Health equity is achieved when every person has the opportunity to attain his or her full health potential." ACMQ is committed to making that potential a reality in the medical quality community.

Achieving health equity is a collaborative effort, which is why we are welcoming professionals from across the healthcare landscape to join us this year, as well as offering Physician, Nurse, and Pharmacist educational credits.

Over the course of two half days, we will challenge current notions and share diverse perspectives, resulting in actionable takeaways to apply to your personal and professional development. You will leave the summit well-versed in social determinants of health (SDOH) and the relationship between SDOH and adverse health outcomes.

We understand that this year continues to be incredibly challenging for healthcare providers amidst the recent COVID surge. We would like to take a moment to recognize you, our healthcare heroes. We would also like to acknowledge those who have lost members of your own families and communities.

Finally, thank you for your continued support and dedication to the College. We look forward to working with you as we improve the healthcare system by providing leadership and education in medical quality management.

Sincerely,



Dan M. Westphal, MD, MBA, FCCP, FACMQ
President, American College of Medical Quality

A SPECIAL THANKS TO THE FOLLOWING INDIVIDUALS

These individuals were instrumental in putting together the educational content for this summit.

Abha Agrawal, MD, FACP, FACHE

Aline Holmes, DNP, RN

Mary Reich Cooper, MD, JD

Lee Ann Riesenberg, PhD, MS, RN, CMQ

Alexis Skoufalos, EdD

Dan M. Westphal, MD, MBA, FCCP, FACMQ

Pharmacy Quality Alliance:

Micah Cost, PharmD, MS

Richard Schmitz, MA

ACCREDITATION AND LEARNING OBJECTIVES

Target Audience

This activity is designed for those in the medical/healthcare field with an interest in medical quality and patient safety. Learners will include practitioners who spend a significant portion of their days caring for patients, as well as insurers and managed care providers.

Learning Objectives

At the conclusion of this activity the learner will be able to:

- Understanding social determinants of health: What they are, what they mean, and how they have a major impact on health outcomes
- Becoming better acquainted with the relationship between SDOH and adverse healthcare outcomes
- Broadening understanding of your own personal unconscious biases in order to change behaviors and improve patient care
- And more!

Activity Goal

This activity is designed to address the following core and team competencies:

Patient Care, Medical Knowledge, Practice-based Learning, System-based Learning, Employ Evidence-based Practice, Roles and Responsibilities, and Work in Interdisciplinary Teams.

Non-Endorsement Statement

The provider verifies that sound education principles have been demonstrated in the development of this educational offering as evidenced by the review of its objectives, teaching plan, faculty, and activity evaluation process. The provider does not endorse or support the actual opinions or material content as presented by the speaker(s) and/or sponsoring organization.

Disclosure

The provider adheres to accreditation requirements regarding industry support of continuing medical education. Disclosure of the planning committee and faculty's commercial relationships will be made known at the activity. Speakers are required to openly disclose any limitations of data and/or any discussion of any off-label, experimental, or investigational uses of drugs or devices in their presentations. *All provider employees in control of content have indicated that they have no relevant financial relationships to disclose.*



JOINTLY ACCREDITED PROVIDER™
INTERDISCIPLINARY CONTINUING EDUCATION

Accreditation

In support of improving patient care, this activity has been planned and implemented by Cine-Med and the American College of Medical Quality. Cine-Med is jointly accredited by the Accreditation Council for Continuing Medical Education (ACCME), the Accreditation Council for Pharmacy Education (ACPE), and the American Nurses Credentialing Center (ANCC), to provide continuing education for the healthcare team.

Physicians

Cine-Med designates this live activity for a maximum of 8 AMA PRA Category 1 Credit(s)™. Physicians should only claim credit commensurate with the extent of their participation in the activity.

Nurses

This educational activity is approved for 8 contact hours for nurses.

Pharmacists

This activity has been accredited for .8 CEU (8 credit hours) of continuing education credit.

All other healthcare professionals will receive a Certificate of Participation. For information on the applicability and acceptance of Certificates of Participation for activities designated for AMA PRA Category 1 Credits™, consult your professional licensing board.

Medical Quality

HEALTHCARE EQUITY SUMMIT

OCTOBER 1–2, 2021

Healthcare Equity: A New Paradigm in Quality

Meeting Agenda

all times listed as CT

Friday, October 1st

9:00–9:05am	Welcome and Opening Remarks	Dan Westphal, MD, MBA, FCCP, FACMQ
9:05–10:00am	Expanding Access through Virtual Care: The VA's Early Experience with Covid-19	Susan Kirsh, MD, MPH Kenneth Kizer, MD, MPH
10:00–10:55am	Philadelphia Collaborative for Health Equity: Redefining Collaboration to Address Cardiovascular Disease and Stroke	Sandra E. Brooks, MD, MBA Mary Reich Cooper, MD, JD Neva White, DNP, CRNP, CDCES
10:55–11:05am	Break	
11:05am–12:00pm	Health Equity: Catalyzing Lessons from COVID-19 for Systemic Change	Abha Agrawal, MD, FACP, FACHE Jay Bhatt, DO, MPH, FACP Sunny Jha, MD Loren K. Robinson, MD, MSHA, FAAP
12:00–12:55pm	Patients' Voice: Understanding Culture, Language, and Health Equity	Abha Agrawal, MD, FACP, FACHE Dan Westphal, MD, MBA, FCCP, FACMQ
12:55–1:00pm	Closing Remarks	Dan Westphal, MD, MBA, FCCP, FACMQ

Saturday, October 2nd

9:00–9:05am	Welcome and Opening Remarks	Dan Westphal, MD, MBA, FCCP, FACMQ
9:05–10:00am	Community Support Program: Utilizing Medicaid to Achieve Equity in Housing	Joe Finn, MA, JD Christie Hager, JD, MPH Dan Westphal, MD, MBA, FCCP, FACMQ
10:00–10:55am	Social Determinants of Health, Healthcare Equity, and Implications for Nursing through Three National Documents	Susan Bakewell-Sachs, PhD, RN, FAAN Aline Holmes, DNP, RN
10:55–11:05am	Break	
11:05am–12:00pm	The Value of Physician-Pharmacist Collaborations to Improve Quality	Micah Cost, PharmD, MS Melanie Jones, PharmD David Nash, MD, MBA
12:00–12:55pm	Improving Quality of Care for Underserved Populations: Learnings from Federally Qualified Health Centers	Charlotte Grill, MA Catherine Hanson, JD
12:55–1:00pm	Closing Remarks	Dan Westphal, MD, MBA, FCCP, FACMQ

FRIDAY, OCTOBER 1 SESSION INFORMATION



Expanding Access through Virtual Care: The VA's Early Experience with COVID-19

Speakers:

- Susan Kirsh, MD, MPH, Acting Assistant Deputy Under Secretary for Health for Access to Care (10NG), Veterans Health Administration
- Kenneth W. Kizer, MD, MPH, Chief Healthcare Transformation Officer and Senior Executive Vice President, Atlas Research

Learning Objectives – At the conclusion of this session the participant will be able to:

1. Describe at least three barriers that had to be addressed when implementing the VA's expanded virtual care initiative
2. Identify at least three vulnerable populations whose access to care benefited from expanded virtual care
3. Describe three policy changes that facilitated the VA's expanded virtual care initiative



Philadelphia Collaborative for Health Equity: Redefining Collaboration to Address Cardiovascular Disease and Stroke

Speakers:

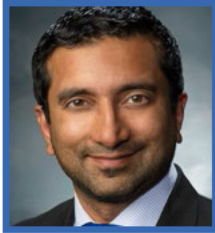
- Sandra E. Brooks, MD, MBA, Executive Vice President, Chief Community Health Equity Officer, Jefferson Health, Chief Medical Officer, Center City Division, Thomas Jefferson University Hospitals, Inc., Professor, Department of OB GYN, Sidney Kimmel Medical College
- Neva White, DNP, CRNP, CDCES, Executive Director of the Frazier Family Coalition for Stroke Education and Prevention at Thomas Jefferson University Hospital
- Moderator: Mary Reich Cooper, MD, JD, Chief Quality Officer and Senior Vice President, Clinical Services Connecticut Hospital Association, Program Director, Healthcare Quality and Safety Associate Professor, Population Health Jefferson College of Population Health Thomas Jefferson University

Learning Objectives – At the conclusion of this session the participant will be able to:

1. Gain knowledge of the drivers of health
2. Identify issues that drive health disparities
3. Identify effective interventions designed to promote health equity



FRIDAY, OCTOBER 1 SESSION INFORMATION



Health Equity: Catalyzing Lessons from COVID-19 for Systemic Change

Speakers:

- Abha Agrawal, MD, FACP, FACHE, Chief Medical Officer, Humboldt Park Health
- Jay Bhatt, DO, MPH, FACP, Chief Clinical Product Officer and Medical Director, Medical Home Network
- Sunny Jha, MD, Captain, Health Services Officer, Civil Air Patrol
- Loren K. Robinson, MD MSHP FAAP, Chief Medical Officer, Vice President of Medical Affairs, CHRISTUS Health

Learning Objectives – At the conclusion of this session the participant will be able to:

1. Describe data demonstrating how COVID-19 laid bare the health inequities that exist in our country
2. Describe the relationship between quality and equity as well as concrete ways that healthcare organizations have addressed them
3. Describe several innovations done by healthcare organizations to address health inequities illuminated by COVID-19 on testing, vaccination, and related to social needs and systemic, structural issues
4. Outline actions healthcare organizations can take to advance opportunities and support vulnerable populations, so we reduce health inequities including addressing misinformation

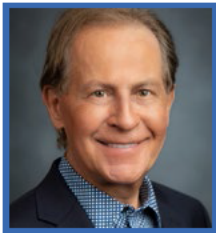


Patients' Voice: Understanding Culture, Language, and Health Equity

- Abha Agrawal, MD, FACP, FACHE, Chief Medical Officer, Humboldt Park Health
- Elizabeth Colón, President and CEO, Metaphrasis Language and Cultural Solutions LLC
- Dan M. Westphal, MD, MBA, FCCP, FACMQ, Reviewing Medical Director, Humana, ACMQ President

Learning Objectives – At the conclusion of this session the participant will be able to:

1. Be familiar with issues of SDOH. What are some of the biggest gaps identified?
2. Ability to identify how you can impact the underserved with healthcare needs
3. Describe potential community resources that you can utilize or direct patients to use



SATURDAY, OCTOBER 2 SESSION INFORMATION



Community Support Program: Utilizing Medicaid to Achieve Equity in Housing

Speakers:

- Joe Finn, MA, JD, President & Executive Director, Massachusetts Housing & Shelter Alliance
- Christie Hager, JD, MPH, Managing Director, Univ. of Massachusetts Medical School, Commonwealth Medicine



- Moderator: Dan M. Westphal, MD, MBA, FCCP, FACMQ, Reviewing Medical Director, Humana, ACMQ President

Learning Objectives – At the conclusion of this session the participant will be able to:

1. Learn the importance of housing as a social determinant of health
2. Learn the change in utilization of medical services that occurs with stabilized housing
3. Learn the unique service delivery necessary for successful tenancy
4. Learn the change in health equity created in housing
5. Learn the unique and robust use of Medicaid through an 1115 waiver to support successful tenancies



Social Determinants of Health, Healthcare Equity, and Implications for Nursing Through Three National Documents

Speakers:

- Susan Bakewell-Sachs, PhD, RN, FAAN, Vice President for Nursing Affairs, Professor, and Dean at Oregon Health & Science University (OHSU) School of Nursing
- Moderator: Aline M. Holmes, DNP, RN, Associate Professor, Division of Advanced Nursing Practice, Rutgers University



Learning Objectives – At the conclusion of this session the participant will be able to:

1. Describe the case for nursing to address social determinants of health, healthcare equity, and racism
2. Describe how the Future of Nursing 2020-2030 Report: Charting a Path to Achieve Health Equity, the American Association of Colleges of Nursing Essentials 2021, and the Tri-Council for Nursing report Transforming Together: Implications and Opportunities from the COVID-19 Pandemic for Nursing Education, Practice, and Regulation, align for nursing to address health, equity, and social determinants of health
3. State implications of healthcare equity and social determinants of health for nursing education curricula and next steps

SATURDAY, OCTOBER 2 SESSION INFORMATION



The Value of Physician-Pharmacist Collaborations to Improve Quality and Equity

Speakers:

- Micah Cost, PharmD, MS, Chief Executive Officer, Pharmacy Quality Alliance
- Melanie Jones, Pharm D, Associate Vice President, Humana
- David B. Nash, Founding Dean Emeritus, Dr. Raymond C. and Doris N. Grandon Professor of Health Policy, Jefferson College of Population Health (JCPH)



Learning Objectives – At the conclusion of this session the participant will be able to:

1. Understand the importance of medication use quality improvement in health care
2. Articulate the role of pharmacists in team-based care models, including those embedded within facilities and medical practices, as well as those working under collaborative practice agreements
3. Describe the role of pharmacy and medication services in addressing health disparities
4. Provide examples of and describe opportunities to implement or expand physician-pharmacist collaborations



Improving Quality of Care for Underserved Populations: Learnings from Federally Qualified Health Centers

- Catherine I. Hanson, JD, Of Counsel, Whatley Kallas Litigation and Healthcare Group, Chief Strategy Officer, QVH Systems
- Charlotte Grill, MA, Senior VP Strategy and Policy, Affinity Strategies

Learning Objectives – At the conclusion of this session the participant will be able to:

1. Understand the typical FQHC patient population
2. Understand the quality measures that all FQHCs are required to report each year.
3. Understand how FQHC scores compare to average MIPS scores.
4. Understand some of the challenges which make it difficult for FQHCs to succeed on quality measure performance
5. Understand some of the strategies FQHCs use to improve their quality scores



THANK YOU TO OUR SPONSORS!



THANK YOU TO THE FOLLOWING INDIVIDUAL CONTRIBUTORS

Joel Bundy

Angelo Caprio and Integrated Pain Management

Beverly Collins

Mary Reich Cooper

Aline Holmes

Lee Ann Riesenbergh

Elizabeth Schumacher and Affinity Strategies

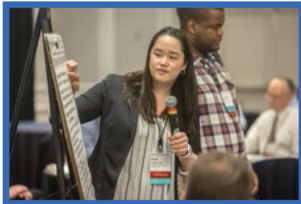
Dan Westphal

ABOUT ACMQ

ACMQ is the premiere medical quality organization in the United States, led by physicians and nurses, for multidisciplinary medical audiences. The mission of ACMQ is to provide leadership and education in healthcare quality management.

ACMQ is the organization for healthcare professionals responsible for providing leadership in quality and safety outcomes, who want or need the tools, experience, and expertise to improve the quality and safety of patient care.

Membership in ACMQ provides you with a gateway to resources, programs, professional development opportunities and a greater recognition of quality issues by the entire healthcare field.



We do this by supplying members with our peer reviewed Journal; access to a network of the top minds in the field; and the premier annual conference for the quality community. Unlike other specialty organizations, we focus exclusively on your quality team and its success; as shown by ACMQ's 40-year legacy of pioneering support for the implementation and innovation of quality-based medicine.

ACMQ is the only medical specialty society for practitioners of medical quality management, recognized by the American Medical Association with a seat in the AMA House of Delegates.

ACMQ is an active member of the National Quality Forum (NQF), with several nationally recognized ACMQ quality experts who sit on key NQF Committees and Technical Expert Panels.

ACMQ is the owner and founder of the oldest peer reviewed internationally renowned Quality journal in the world. *The American Journal of Medical Quality (AJMQ)* was founded in 1985 and is edited by David B. Nash, MD, Dean of the Thomas Jefferson College of Population Health, along with an illustrious Editorial Board consisting of the "who's who" of international quality and patient safety experts.

Certification in Medical Quality (CMQ) is available through the American Board of Medical Quality (ABMQ).



EXHIBIT J

2021 PROSPECTUS



— AMERICAN COLLEGE OF —
Medical Quality

ABOUT ACMQ

Mission, Values & Vision

Our Mission

The mission of the American College of Medical Quality (ACMQ) is to provide leadership and education to the field of healthcare quality management. ACMQ is a 501 (c) (3) non-profit organization founded in 1973.

Our Vision

ACMQ is the organization for healthcare professionals responsible for providing leadership in quality and safety outcomes, who want or need the tools, experience and expertise to improve the quality and safety of patient care.

Our Values

- To educate and provide a forum for healthcare professionals, government agencies, and other regulatory bodies involved in medical quality management;
- To provide a core body of knowledge to healthcare professionals in the field of medical quality management;
- To elevate the standards of medical schools and post-graduate education in medical quality management;
- To conduct and sponsor on-going research and evaluation in the various fields of medical quality.

Membership

The American College of Medical Quality represents medical quality professional leaders from health systems, academia, public health, healthcare payers, life sciences, government, and other healthcare settings across the United States and internationally.



Our Value Proposition to Partners

1. Collaboration to influence education, advocacy, quality outcomes and thought leadership.
2. A seat at the table to develop meaningful and long lasting relationships with ACMQ leaders.
3. Opportunity to develop innovative programs and services to improve medical quality and patient care.

ACMQ 2021 Sponsorship Benefits

ENTERPRISE MEMBERSHIP

\$15,000

- Complimentary Fall, 2021 Virtual Medical Quality Registration for four
- Complimentary Professional Membership to ACMQ for four
- Highest placement of company logo on ACMQ sponsor website page with link to company website
- Highest placement of company logo in ACMQ quarterly newsletter
- Highest placement of company logo on all virtual collateral meeting materials
- Exhibit at Fall, 2021 Virtual Medical Quality Meeting virtual exhibit hall
- ACMQ partner logo seal
- Two complimentary job postings on ACMQ website and 20% off any additional postings
- One dedicated eblast to membership
- Copy of Virtual Medical Quality 2021 meeting attendee list
- Sponsorship of a Mindfulness Moment, Virtual Happy Hour or Coffee Chat virtual networking event with all ACMQ members and leadership invited
- Membership on ACMQ Industry Advisory Board (Two meetings annual with board of directors)

ACMQ 2021 Sponsorship Benefits

CORPORATE MEMBERSHIP

\$10,000

- Complimentary Fall, 2021 Virtual Medical Quality Registration for two
- Complimentary Professional Membership to ACMQ for two
- Prominent placement of company logo on ACMQ sponsor website page with link to company website
- Prominent placement of company logo in ACMQ quarterly newsletter
- Prominent placement of company logo on all virtual collateral meeting materials
- Exhibit at Fall, 2021 Virtual Medical Quality Meeting virtual exhibit hall
- ACMQ partner logo seal
- Copy of Virtual Medical Quality 2021 meeting attendee list
- Membership on ACMQ

KEY STAKEHOLDER MEMBERSHIP

\$5,000

- Complimentary Fall, 2021 Virtual Medical Quality Registration for one
- Complimentary Professional Membership to ACMQ for one
- Placement of company logo on ACMQ sponsor website page with link to company website
- Placement of company logo in ACMQ quarterly newsletter
- Placement of company logo on all virtual collateral meeting materials
- Exhibit at Fall, 2021 Virtual Medical Quality Meeting virtual exhibit hall
- ACMQ partner logo seal
- Two complimentary webinar registrations
- Copy of Virtual Medical Quality 2021 meeting attendee list

OTHER PARTNERSHIP OPPORTUNITIES

Meeting Items:

- Sponsor a Mindfulness Moment during ACMQ Fall, 2021 Virtual Meeting **\$2500**
- Sponsor a Virtual Happy Hour during ACMQ Fall, 2021 Virtual Meeting **\$2500**
- Sponsor a Virtual Coffee Chat during ACMQ Fall, 2021 Virtual Meeting **\$2500**
- Sponsor Virtual Speaker Hub at ACMQ Fall, 2021 Virtual Meeting **\$2500**
- Sponsor Live Polls during ACMQ Fall, 2021 Virtual Meeting **\$2500**
- Virtual Exhibit Space at ACMQ Fall, 2021 Virtual Meeting **\$1000**

Organizational Items:

- Logo in ACMQ Quarterly Newsletter **\$1000**
- Logo on ACMQ Learning Management System Platform **\$1000**
- Partner with ACMQ to develop a Podcast, including content (45 minutes) **\$2500**
- Partner with ACMQ to develop a Webinar, including content (45 minutes) **\$2500**
- Company Advertisement during a Podcast or Webinar **\$1000**
- Membership on ACMQ Corporate Advisory Board **\$8,000** Annual (*Includes two meetings with board of directors*)
- ACMQ Partner Seal **\$2000**
- Sponsor a Virtual Coffee Chat at any time (45 minutes) **\$2500**
- Sponsor a Virtual Happy Hour at any time (45 minutes) **\$2500**
- Sponsor a Virtual Happy Hour for Board of Directors (45 minutes) **\$3000**

EXHIBIT K

MEMBERSHIP

Member Spotlight: Angelo Caprio with American College of Medical Quality & American Board of Medical Quality



LAUREN SHAFFER
JULY 20, 2022





How did you first become interested in the healthcare field?

I first became interested freshman year of high school. Both my grandmother and uncle were sick with rheumatic fever. My father also had a form of jungle fever which he caught in Panama during World War II. These series of events got me interested in medicine.

What is your current position in your work?

I am the Chief Medical Officer for BioRestore. As a former general and vascular surgeon, I have given up the knife for non-opioid pain management and utilize stem cell and exosome therapies.

What drew you to ACMQ and ABMQ?

I am currently the chairman of ABMQ and Vice President of ACMQ. What initially drew me to the organizations was the whole idea of quality in the practice of medicine. There is still a sore spot in all medical practice from too many years of quality not being included. Even now that it is more in the limelight, it still sometimes is overlooked.

What do these organizations provide their members?

The American Board of Medical Quality provides members certification in medical quality, while the American College of Medical Quality provides education.

Why are you so passionate about these organizations?

I feel that there is just no organization that can answer the questions of quality quite like our organization.

What are some of the accomplishments the organizations have made in your time with them?

We provide our exam in the United States 100% online and offer our exam in Abu Dhabi as well. The college has managed to stay afloat and provide education during Covid-19 and this is the first time in a few years that we will have a live conference. We have already planned several excellent speakers for the meeting.

What is your favorite quote or motto by which you live?

The best doctors will do the best they can utilizing the best means of quality medicine.

What advice would you like to share with anyone new in the healthcare field?

No matter what you do, no matter how many times, give patients quality care because patients deserve that.

Do you have any final thoughts our readers should know?

I'm a four-time survivor of strokes. My involvement in ACMQ has helped me move on to be a doctor who can provide something in the quality of medicine.

EXHIBIT L

OUR TEAM

WHO WE ARE



Our team has done the incredible and wants to help you do the same. We are a group of diverse and experienced professionals who are excited to work with you. We understand your needs and can guide you to that next level of success – whether that is your next meeting or next stage in your business.

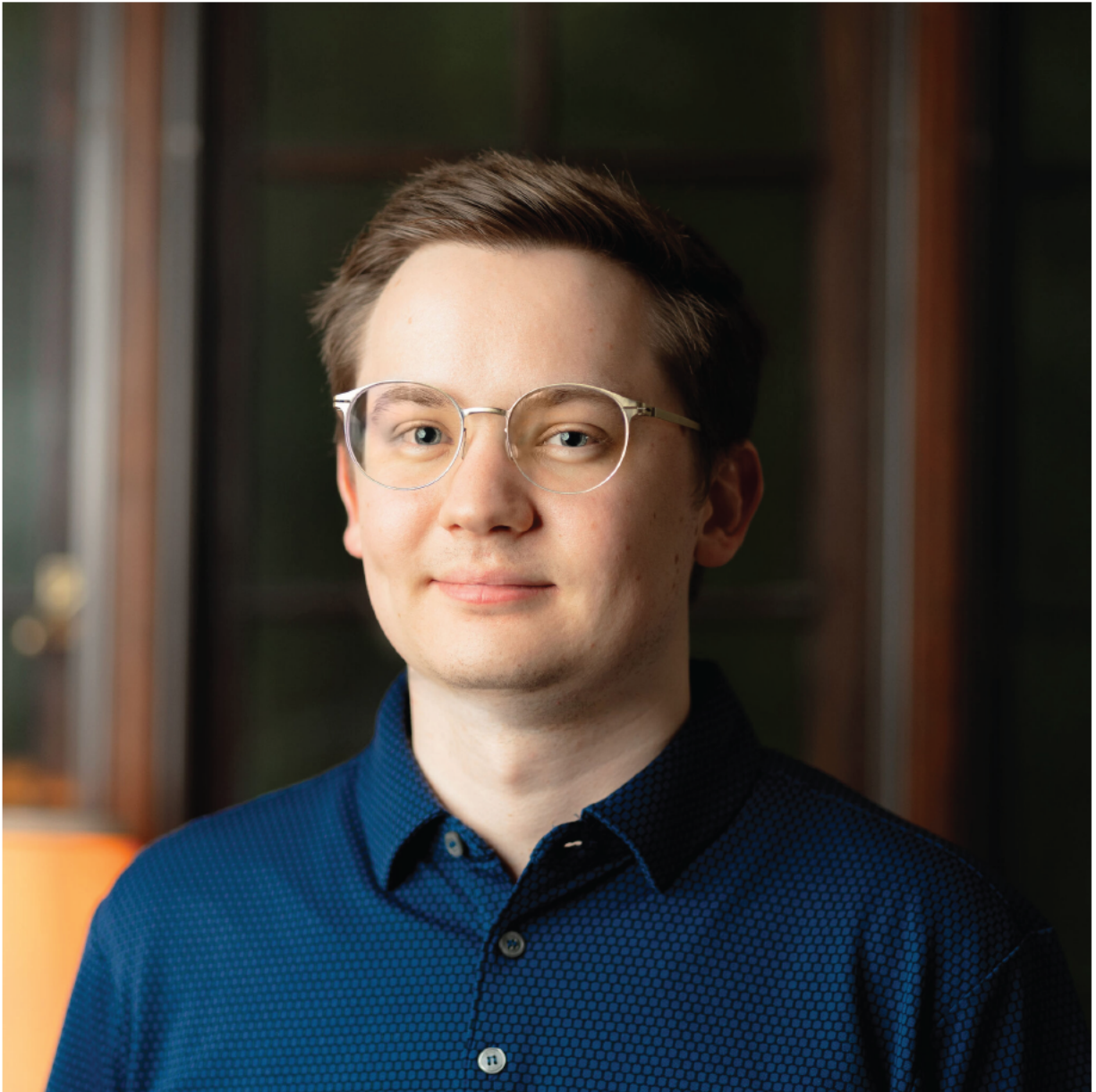


Elizabeth Schumacher, JD

CEO and Founder

OUR FOUNDER

Elizabeth Schumacher has represented health care clients for 20 years, including international, national and state medical, academic and specialty associations. Her expertise spans; hospital systems, health insurers, long-term care, and the pharmaceutical industry. Liz has a unique ability to authentically engage strategic stakeholders and build comprehensive alliances and audiences, which is supported by her



DANIEL HAWLEY

Director of Digital Operations

Daniel Hawley brings a strong background in visual and digital engagement to the AS team. Since joining Affinity Strategies in 2017, Daniel manages all digital and creative client needs. Daniel oversees all graphic design, IT, and, marketing projects, ensuring that client needs and deadlines are met. Whether he is working on client branding, meeting deliverables, marketing campaigns, social media templates, or website functionality, Daniel is sure to help the client look and feel their visual best. Daniel loves exploring unique and creative solutions through his work, creating efficient, interactive visual systems for clients. He enjoys, print, web, and UI/UX design, and is always looking for new ways to challenge himself and his design process. In his free time, Daniel loves exploring new restaurants, watching classic movies, and fishing. Daniel received his degree from Judson University.



EXHIBIT M



ACMQ 2022 Annual Conference

Program Book

September 30–October 1, 2022
2-Day Virtual Event

ACMQ 2022 Annual Conference

September 30 – October 1, 2022
2-Day Virtual Event

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Chair, Education Committee
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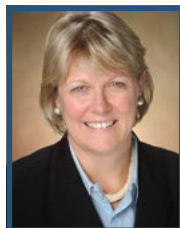


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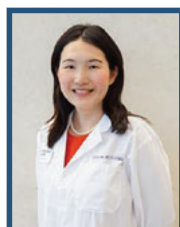
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Abha Agrawal, MD,
FACP, FACHE



Charles R. Gill, MD,
MPH, FACMQ



Cindy Lee, MD,
FACMQ, FSBI

ACMQ 2022 Annual Conference

September 30 – October 1, 2022
2-Day Virtual Event

LETTER FROM THE ACMQ PRESIDENT

Dear Colleague,

On behalf of the American College of Medical Quality (ACMQ) Board of Trustees, committees, supporters, and partners, we welcome you to ACMQ's 2022 virtual meeting. This year, we are taking the rare opportunity to build and deliver top tier educational content on a subject that is the topic of discussion in all medical arenas.

The full title of this year's meeting is "Care After COVID." ACMQ is committed to making education and shared personal experiences from health care professionals dealing with this new reality, a path for a better understanding moving forward.

In addition to our two day conference we will continue the flow of knowledge with "Continuing Care After COVID." A series of webinars that continue this important discussion, as part of your registration.

Over the course of our two days, we will share diverse perspectives, touching on different aspects of COVID related issues and we hope the result will be actionable takeaways to apply to your personal and professional development.

We understand that this year continues to be incredibly challenging for healthcare providers amidst the recent COVID surge. We would like to take a moment to recognize you, our healthcare heroes. We would also like to acknowledge those who have lost members of your own families and communities.

Finally, thank you for your continued support and dedication to the College. We look forward to working with you as we improve the healthcare system by providing leadership and education in medical quality management.



Sincerely,

Dan M. Westphal, MD, MBA, FCCP, FACMQ

President, American College of Medical Quality

THANK YOU TO EVERYONE MAKING THIS CONFERENCE POSSIBLE



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Angelo Caprio

**Charles Gill
AS0052**

ACMO 2022 Annual Conference

September 30 – October 1, 2022
2-Day Virtual Event

CONGRATULATIONS TO OUR QUALITY SCHOLARS AND ABSTRACT AWARDEES

Quality Scholars

Patrick Buckley, MD, MBA
Kushinga Bvute, MD

Sabrina Gordon, MD
Cameron O'Connor

Tehreem Rehman, MD

Abstract Awardees & Their Topics

Top Awardees

Joshua Davis
Multidisciplinary Approach to Improve the Care of Psychiatric Patients in the Emergency Department

Aimee Pehrson
The Impact of Multimodal Analgesia on Length of Stay and Patient Satisfaction After COVID-19: A Retrospective Study Examining the Lean Methodology in Pain Management for Patients Undergoing Partial Nephrectomies

Recognition Awardees

Abha Agrawal
A study of health disparities in preventive care in primary care setting in a teaching community hospital in Chicago

MJ Janeiro
Evaluating utilization patterns of colorectal cancer screening in a US Healthcare System

Sonali Thosani
Standardizing Glycemic Management in High-Risk patients with Diabetes having outpatient procedures

Ameer Hamza
Second Opinion Subspecialty Consultations in Surgical Pathology - KU Medical Center Experience

Rachel Nash
The implementation of a continuous review process for Hospitalist 7-day readmissions

Additional Awardees

Namita Akolkar
Leveraging EMRs and a Prevention Focused Clinic for Outreach and Prevention Efforts, and Utilizing Preventive Medicine Residents to Optimize Vaccinations in Long Island Veterans

Patrick Buckley
Identifying & Addressing Barriers to Effective Outpatient Mental Health Referral for Medical Inpatients

Kalyani Dhar
Utilizing the Care Assessment Need score to identify vulnerable male veterans who would benefit from advance directives in a resident primary care clinic at the Northport Veteran Affairs Medical Center

Andreea Dohatcu
Holding up an x-ray tube and continue to operate a broken mini C-arm to finish an orthopedic pediatric procedure. Why this can still happen in your hospital?

Kevin Gilotra
Improving Portable Chest X-ray Techniques Through Image Review and Education of Radiology Technologists

Mark Jacobs
Initiation of a Cardiogenic Shock Team – Design

Ranarda Jones
Integrating Pharmacists into Primary Care Practices (IPPC): Perception and Reality

Meilani Mapa
Implementation of an Early Mobilization Program in a Community-Based Hospital

Lea Monday
A Resident-Driven Quality Improvement Initiative to Increase Primary Care Follow Up and Pulmonary Function Testing after Chronic Obstructive Pulmonary Disease Exacerbation

Archit Potharazu
Holding up an x-ray tube and continue to operate a broken mini C-arm to finish an orthopedic pediatric procedure. Why this can still happen in your hospital?

ACMQ 2022 Annual Conference

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ACCREDITATION OVERVIEW

ACMQ 2022 Annual Conference | September 30 – October 1, 2022 | 2-Day Virtual Event

Target Audience

This activity is designed for the entire medical quality career lifecycle, from the medical student to health system CEO/CMO.

Learning Objectives

At the completion of this activity, participants should be able to:

- Discuss the understanding needed by providers to provide quality care to patients with a diverse set of experiences, backgrounds and needs.
- Identify barriers to access for diverse patient populations.
- Explain how medical quality professionals can play a key role in advancing health equity and why this is the number one focus of the American College of Medical Quality for the next year.

Activity Goal

This activity is designed to address the following core and team competencies:
Medical Knowledge, Practice-based Learning, Employ Evidence-based practice.

Non-Endorsement

The accredited provider verifies that sound education principles have been demonstrated in the development of this educational offering as evidenced by the review of its objectives, teaching plan, faculty, and activity evaluation process. The accredited provider does not endorse or support the actual opinions or material content as presented by the speaker(s) and/or sponsoring organization.

Disclosures

The accredited provider adheres to accreditation requirements regarding industry support of continuing medical education. Disclosure of the planning committee and faculty's commercial relationships will be made known at the activity. Speakers are required to openly disclose any limitations of data and/or any discussion of any off-label, experimental, or investigational uses of drugs or devices in their presentations. - *All employees in control of content have no relevant financial relationships to disclose.*

All relevant financial relationships have been mitigated. The following participants have **No Relevant Financial Relationships to Disclose**:

David Ansell, MD, MPH; Allison Arwady, MD, MPH; David Chestek, DO; Mary Reich Cooper, MD, JD; Ricardo Correa, MD; William Feaster, MD; Robert Ferguson, MPH; Ian Jasenof, MD, FACOG, MHA, CPE; Sunny Jha, MD, MS, FASA; Susan Kirsh, MD, MPH; Jerry Krishnan, MD, PhD; Klodiana Myftari, PharmD; David Nash, MD, MBA; Helen Riess, MD; Amanda Ryan, PharmD, BCGP, CPHQ; Margrit Shoemaker, MD; Jeffrey Sommer, PT, DPT; Norris Turner, PharmD, PhD; Chuzoba Ugwummadu MD, MS-HQSM, FACP; Cheryl Rucker Whitaker, MD, MPH

Relevant Financial Relationships

First	Last	Suffix	Commercial Interest	Role
Susan	Bleasdale	MD	Becton Dickinson	Speaker
Kenneth	Kizer	MD, MPH	Podometrics Somnology	Shareholder, Advisory Board Board of Directors, Shareholder



Accreditation

In support of improving patient care, this activity has been planned and implemented by Cine-Med and the American College of Medical Quality. Cine-Med is jointly accredited by the Accreditation Council for Continuing Medical Education (ACCME), the Accreditation Council for Pharmacy Education (ACPE), and the American Nurses Credentialing Center (ANCC), to provide continuing education for the healthcare team.

Physicians

Cine-Med designates this live activity for a maximum of 8 AMA PRA Category 1 Credit(s)TM. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

Nurses and Other Healthcare Professionals

All other healthcare professionals will receive a Certificate of Participation. For information on the applicability and acceptance of Certificates of Participation for activities designated for AMA PRA Category 1 CreditsTM, consult your professional licensing board.

Certificates: To claim your CME/CE credits, complete the online Credit and Evaluation form using the following URL:
<https://cine-med.com/certificate.php?redirect=acmq2022>

This is a one-time credit submission. Credits should be tracked at the completion of the meeting. Participants will be able to download or print a certificate once the form has been submitted.

Support

This activity is being provided independent of industry support.

AS0054

ACMQ 2022 Annual Conference

September 30 – October 1, 2022

2-Day Virtual Event

Program Agenda

all times listed as CT

Friday, September 30th

9:00–9:05am	Welcome and Opening Remarks	Dan Westphal, MD, MBA, FCCP, FACMQ
9:05–9:35am	How Evidence-based Empathy and Relational Skills Training Directly Impact Quality of Care	Helen Riess, MD Associate Professor of Psychiatry, Harvard Medical School. Director, Empathy Program, Massachusetts General Hospital, Founder, Empathetics, Inc.
9:35–10:23am	Reducing and Sustaining the Reduction of Device-Related SSIs During the Covid-19 Pandemic	Chizoba Ugwummadu, MD, MS-HQSM, FACP Attending Physician (Hospitalist) at Kettering Health in Ohio
10:23–10:28am	5 Minute Break	
10:28–11:15am	A Statewide Healthcare Organization Approach to the Covid-19 Pandemic	Mary Cooper, MD, JD Program Director, Healthcare Quality and Safety and Operational Excellence, Associate Professor, Population Health-Jefferson College of Population Health-Thomas Jefferson University
11:15–11:35am	Policy and Coalition Work for Establishing a National Patient Safety Board	Robert Ferguson, MPH Chief Policy Officer- Jewish Healthcare Foundation
11:35–11:40am	5 Minute Break	
11:40–12:40pm	Home Health and Hospice Innovation Driven Quality	Jeff Sommer, PT, DPT, MBA Chief Quality Officer and Vice President of Clinical Innovations for VNA Health Group
12:40–12:47pm	Introduce 2022 ACMQ Quality Scholars • Patrick Buckley • Kushinga Bvute • Sabrina Gordon • Cameron O'Connor • Tehreem Rehman	Lauren J. Miller, MD, MJ, CMQ, CHC, MLS(ASCP)CM
12:47–12:52pm	Closing Remarks	Dan Westphal, MD, MBA, FCCP, FACMQ

AS0055

ACMQ 2022 Annual Conference

September 30 – October 1, 2022

2-Day Virtual Event

Program Agenda

all times listed as CT

Saturday, October 1st		
9:00–9:05am	Welcome and Opening Remarks	Dan Westphal, MD, MBA, FCCP, FACMQ
9:05–10:00am	Lessons from COVID: Evidence-Based Equity	Allison Arwady, MD, MPH <i>Commissioner - Chicago Department of Public Health</i>
10:00–10:45am	Intersection of Structural Racism, Quality, and Safety	David Ansell, MD, MPH <i>Michael E. Kelly Presidential Professor of Internal Medicine and Senior Vice President/Associate Provost for Community Health Equity at Rush University Medical Center in Chicago</i>
10:45–10:50am	5 Minute Break	
10:50–11:25am	Quality Improvement Community Collaboratives: An Approach to Meaningful Quality Improvement Education for Undergraduate Learners	Margrit (Peggy) Shoemaker, MD, FACP <i>Assistant Chair Internal Medicine Geisinger Commonwealth School of Medicine</i>
11:25–12:00pm	Telemedicine Risk Management	William Feaster, MD, MBA <i>Chief Health Information Officer at Children's Health of Orange County (CHOC)</i>
12:00–12:02pm	Introduction of Abstract Winners	Dan Westphal, MD, MBA, FCCP, FACMQ
12:02–12:17pm	Abstract: Multidisciplinary Approach to Improve the Care of Psychiatric Patients in the Emergency Department	Joshua Davis, MD <i>Top 2 Abstract Awardee</i>
12:17–12:30pm	Abstract: The Impact of Multimodal Analgesia on Length of Stay and Patient Satisfaction After COVID-19: A Retrospective Study Examining the Lean Methodology in Pain Management for Patients Undergoing Partial Nephrectomies	Aimee Pehrson, MPH <i>Top 2 Abstract Awardee</i>
12:30–12:35pm	Abstract: Standardizing Glycemic Management in High-Risk patients with Diabetes having outpatient procedures	Sonali Thosani, MD <i>Top Awardee</i>
12:35–12:40pm	Evaluating Utilization Patterns of Colorectal Cancer Screening in a US Healthcare System	MJ Janeiro, MS, PhD Lesley-Ann Miller Wilson: <i>Presenting Author</i> <i>Top Awardee</i>
12:40–12:45pm	Closing Remarks	Dan Westphal, MD, MBA, FCCP, FACMQ

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SPEAKER INFORMATION



Helen Riess, MD

Associate Professor of Psychiatry, Harvard Medical School. Director, Empathy Program, Massachusetts General Hospital, Founder, Empathetics, Inc.

Dr. Helen Riess is an Associate Professor of Psychiatry at Harvard Medical School and Psychiatrist at Massachusetts General Hospital. Dr. Riess founded and leads Empathetics.com a company that provides evidence-based empathy and communication skills training for healthcare, law enforcement and business. Dr. Riess is an internationally recognized speaker on the topic of empathy and emotional intelligence. Her TEDx talk "The power of Empathy TEDx" has been viewed nearly 700,000 times. Her new book, *The Empathy Effect*, has been licensed in 10 foreign countries and has been translated into Korean, Polish, Italian and Spanish, and an audio book. Dr. Riess and her teams are dedicated to transforming organizational systems into compassionate care systems. Her research has been published in leading medical journals and has won numerous awards.



Chizoba Ugwummadu, MD, MS-HQSM, FACP

Attending Physician (Hospitalist) at Kettering Health in Ohio

1. Received Medical degree from the College of Medicine, University of Lagos in Nigeria, residency training at Yale New Haven Hospital – St Raphael Campus, and received MS-HQSM at College of Population, TJU.
2. Former Adjunct Associate Clinical Professor of Medicine, MCW, Wisconsin.
3. Attending Physician (Hospitalist), first at Ascension Health in Wisconsin and now at Kettering Health, Ohio.
4. Member of AAPL and ACMQ, and Fellow of the ACP.
5. Involved and led many improvement projects while working in Nigeria, in the UK, and in the USA. Some of the most recent QI projects in the USA include decreasing inappropriate use of fluoroquinolones at a hospital in Wisconsin, led Local Implementation Sepsis Team (LIST) and implemented code sepsis also at Wisconsin, and at Kettering Health led a QI project to increase surgeon's compliance with preoperative povidone-iodine use to reduce surgical site infection. This project was recognized in *Modern Healthcare*, and it helped Thomas Jefferson University College of Population Health to win CAHME/George and Regina Herzlinger National award on innovation in education.



Mary Cooper, MD, JD

Program Director, Healthcare Quality and Safety and Operational Excellence, Associate Professor, Population Health-Jefferson College of Population Health-Thomas Jefferson University

Mary Reich Cooper MD JD has been Associate Professor of Population Health and Program Director for Healthcare Quality and Safety and Operational Excellence at the Thomas Jefferson University College of Population Health since January 2016. She also designed and inaugurated the Quality Improvement and Patient Safety Leadership (QIPS) program and the implementation of the Health System Science curriculum for the Sidney Kimmel Medical College in the JeffMD curriculum. She is on the Board of the American College of Medical Quality, the QTIP Editor for the *American Journal of Medical Quality*, and a national speaker on patient safety, healthcare quality, leadership, and social determinants of health.

Much of Dr. Cooper's career has been leading healthcare quality and patient safety for academic medical centers and affiliated organizations. Dr. Cooper was the Chief Quality Officer and Senior Vice President, Clinical Services for the Connecticut Hospital Association from 2012 to 2021. At CHA, she was responsible for overseeing the implementation of High Reliability Science throughout the hospitals in Connecticut, creating value for the hospitals with their quality and safety strategy, and working closely with the state government and quality organizations. Dr. Cooper also oversaw CHA's work in Population Health, including Social Determinants of Health and the Connecticut Perinatal Quality Collaborative.

Prior to Connecticut Dr. Cooper was in Rhode Island for five years, where she was Senior Vice President and Chief Quality Officer for Lifespan Corporation, a four-hospital health system based in Providence. She was an Assistant Professor in Medicine (Research) at The Warren Alpert Medical School of Brown University and a Member on the Rhode Island State Board of Medical Licensure and Discipline for five years. She went to Lifespan in July 2007, after twelve years at New York-Presbyterian Hospital, where she served as the Chief Quality Officer.

Dr. Cooper received her undergraduate degree cum laude from Duke University, her medical degree from Temple University School of Medicine, where she was elected to AOA, and her degree in health law from Pace University School of Law. She has numerous publications and grants, and her interests are large-scale change and health policy.

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SPEAKER INFORMATION



Robert Ferguson, MPH

Chief Policy Officer- Jewish Healthcare Foundation

Mr. Ferguson is the chief policy officer for the Jewish Healthcare Foundation (JHF) and its supporting organizations—the Pittsburgh Regional Health Initiative, Health Careers Futures and the Women's Health Activist Movement Global. In addition to working on JHF's policy priorities, he manages the Pennsylvania Perinatal Quality Collaborative, the National Patient Safety Board (NPSB) Policy and Advocacy Coalition, the Pittsburgh Safer Childbirth City initiative, and the statewide HealthChoices Patient-Centered Medical Home Learning Network. Previously, he managed perinatal bundled payment model initiatives, the PA Health Funders Collaboratives (PHFC), a statewide Opioid Use Disorders Centers of Excellence Learning Network, the Southwestern PA Contact Tracing Consortium, the PA Community Health Worker Steering Group that led to a CHW certification program, adolescent behavioral health initiatives, and a series of local and national initiatives to integrate behavioral healthcare in primary care settings. Mr. Ferguson also served as a Health and Aging Policy Fellow at CMS' Center for Clinical Standards & Quality, where he worked on the Transforming Clinical Practice Initiative with a focus on integrating physical and behavioral health care. He earned his bachelor's degree in health sciences at Northeastern University and a master's in public health at the University of Pittsburgh.



Jeff Sommer, PT, DPT, MB

Chief Quality Officer and Vice President of Clinical Innovations for VNA Health Group

Jeffrey Sommer serves as the Chief Quality Officer and Vice President of Clinical Innovations for VNA Health Group. Jeffrey is currently focused on delivering innovation driven quality and transforming home health by developing specialty service line programs. VNAHG provides industry leading wound and orthopedic programs and recently launched a unique remote chronic care monitoring partnership. He and his team of 31 experts continue to explore opportunities to use technology to deliver care, identify rising risk patients, reduce clinical variation, and improve the home health and hospice experience.

Jeffrey graduated in 2004 as member of the first class to graduate with a Doctor of Physical Therapy Degree from Daemen College in Amherst, NY. He also received his MBA from the Cornell Johnson Graduate School of Management at Cornell University and has a master's degree in Healthcare Leadership from Weill Cornell Graduate School of Medical Sciences.

Jeffrey joined VNA in 2014, after selling his private physical therapy practice. He currently lives in NJ where he enjoys playing golf, pickle ball, and spending time with his wife and two daughters.



Allison Arwady, MD, MPH

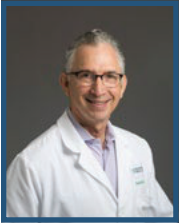
Commissioner - Chicago Department of Public Health

Dr. Allison Arwady, MD, MPH, is the Commissioner of the Chicago Department of Public Health (CDPH), charged with leading the nation's third-largest city's health department. Dr. Arwady has been at CDPH since 2015, where she initially served as Chief Medical Officer, overseeing the disease control, environmental health, emergency preparedness, and behavioral health divisions, before being confirmed as Commissioner in January 2020. Prior to CDPH, she worked for the U.S. Centers for Disease Control and Prevention (CDC), including as an Epidemic Intelligence Service officer. With CDC, she worked on HIV and tuberculosis in Botswana, and international outbreak responses in Saudi Arabia (Middle East Respiratory Syndrome) and Liberia (Ebola). While based at the Illinois Department of Public Health, she responded to disease outbreaks across the state. She has a bachelor's degree from Harvard University, a master's degree in public health from Columbia University, and completed medical school and clinical training at Yale University. Dr. Arwady is a board-certified internal medicine physician and pediatrician, a member of the American Colleges of Physicians, and continues to see primary care patients regularly.

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SPEAKER INFORMATION



David Ansell, MD, MPH

Michael E. Kelly Presidential Professor of Internal Medicine and Senior Vice President/Associate Provost for Community Health Equity at Rush University Medical Center in Chicago

David Ansell, MD, MPH is the Michael E Kelly Presidential Professor of Internal Medicine and Senior Vice President/Associate Provost for Community Health Equity at Rush University Medical Center in Chicago. He is a 1978 graduate of SUNY Upstate Medical College. He did his medical training at Cook County Hospital in Chicago. He spent 13 years at Cook County as an attending physician and ultimately was appointed Chief of the Division of General Internal Medicine at Cook County Hospital. From 1995 to 2005 he was Chairman of Internal Medicine at Mount Sinai Chicago. He was recruited to Rush University Medical Center as its inaugural Chief Medical Officer in 2005, a position he held until 2015. His research and advocacy has been focused on eliminating health inequities. In 2011 he published a memoir of his times at County Hospital, *County: Life, Death and Politics at Chicago's Public Hospital*. His latest book *The Death Gap: How Inequality Kills* was published in 2017.



Margrit (Peggy) Shoemaker, MD, FACP

Assistant Chair Internal Medicine Geisinger Commonwealth School of Medicine

Margrit Shoemaker, MD, FACP, is a graduate of the University of Pittsburgh School of Medicine where she also completed a residency in Internal Medicine and fellowship in Endocrinology and Metabolism. She is Board Certified in both. In addition to maintaining a clinical Endocrinology practice until 2015, she has been instrumental in the clinical education of physician assistant students, medical students and residents. Dr. Shoemaker joined clinical faculty of The Commonwealth Medical College (currently Geisinger Commonwealth School of Medicine (GCSOM)) as a regional Assistant Dean in 2010 and became Assistant Chair of Internal Medicine in 2012. She collaborated to create a simulation-based assessment of M4 student competency of the core Entrustable Professional Activities (EPAs) for near graduates in 2018 and is a core member of the GCSOM Transition to Residency curriculum group. Special interest in Quality and Safety (Q&S) led her to oversee development and implementation of a Q&S curriculum at GCSOM since 2016 utilizing meaningful integration into host health system QI work. She joined the Patient Safety Movement Foundation (PSMF) in 2017 as co-chair of the curriculum project. "The Patient Safety Curriculum" was released for implementation in January 2019. She currently co-leads the integration of broader Health System Science content for GCSOM students in both preclinical and clinical phases. Dr. Shoemaker is married to Dr. Daniel Glunk. They have a daughter, Brigitta and a son, Andrew.



William Feaster, MD, MBA

Chief Health Information Officer at Children's Health of Orange County (CHOC)

Dr. Feaster is Vice President, Chief Health Information Officer at CHOC Children's Hospital in Orange, California. He came to CHOC in 2012 as its Chief Medical Information Officer.

In his expanded role as CHIO, his focus has added designing and developing technology to support population health management. He also developed and manages an active data science program for CHOC. He is very involved in CHOC's innovation programs and focus on applying artificial intelligence to healthcare.

After undergraduate training in computer science and psychology at UC San Diego, Dr. Feaster received his MD degree from the University of Rochester and completed residencies in Pediatrics and Anesthesia at UC San Diego and a fellowship in Pediatric Anesthesia and Critical Care at Children's Hospital of Philadelphia. He practiced as a pediatric intensive care specialist and pediatric anesthesiologist for 36 years, recently retiring from that practice. Dr. Feaster received his MBA in 1993 and, in addition to his clinical work, has held several administrative positions in healthcare organizations. He will soon complete a Master's degree in Jurisprudence at Loyola University in Chicago. He is Board Certified in Pediatrics, Anesthesia and Clinical Informatics.

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LEARNING OBJECTIVES

Friday, September 30th

How Evidence-based Empathy and Relational Skills Training Directly Impact Quality of Care

Helen Riess, MD

1. Discuss the relationship between empathy and patient-centered care to improve healthcare quality.
2. Explain how empathic care improves healthcare outcomes.
3. Describe how empathy improves health provider burnout by infusing purpose and meaning back into their jobs.

Reducing and Sustaining the Reduction of Device-Related SSIs During the Covid-19 Pandemic

Chizoba Ugwummadu, MD, MS-HQSM, FACP

1. Illustrate how to use data to define improvement problems.
2. Develop strategies to engage staff.
3. Apply different QI tools to optimize and sustain optimal staff performance to improve quality of care despite uncertainties.

A Statewide Healthcare Organization Approach to the Covid-19 Pandemic

Mary Cooper, MD, JD

1. Describe the approaches taken by different state organizations to pandemic management.
2. Articulate the methods undertaken by one northeast state and discuss the results.
3. Review the concepts of high reliability and how they defined the state response.

Policy and Coalition Work for Establishing a National Patient Safety Board

Robert Ferguson, MPH

1. Discuss how and why patient safety stakeholders gained consensus on establishing a National Patient Safety Board.
2. Describe the goals and functions of the proposed National Patient Safety Board.
3. Describe how to get involved in advancing the National Patient Safety Board.

Home Health and Hospice Innovation Driven Quality

Jeff Sommer, PT, DPT, MBA

1. Possess an understanding of the quality reporting requirements in Home Health Care and Hospice.
2. Identify how the VNA Health Group incorporates technology into care delivery for patients with COVID-19, as well as clinician safety to reduce community spread.
3. Understand how the VNA Health Group is leveraging technology to risk stratify patients to provide deeper clinical support and decision to manage a more complex home bound patient population.

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LEARNING OBJECTIVES

Saturday, October 1st

Lessons from COVID: Evidence-Based Equity

Allison Arwady, MD, MPH

1. Describe where outbreaks go wrong in coordination and communication as opposed to cases and containment.
2. Identify examples from the COVID pandemic where Chicago utilized data to drive decision making, process improvement, address underlying inequities, and build public trust.
3. Name ways in which healthcare systems and local public health departments can advocate together for sustained funding, quality improvement, and improving population health.

Intersection of Structural Racism, Quality, and Safety

David Ansell, MD, MPH

1. The learner will understand the legacy of racism on health care outcomes.
2. The learner will understand how Covid 19 exploited preexisting social fault lines.
3. The learner will understand the steps health systems can take to eliminate inequities in health care outcomes.

Quality Improvement Community Collaboratives: An Approach to Meaningful Quality Improvement Education for Undergraduate Learners

Margrit (Peggy) Shoemaker, MD, FACP

1. Describe preparation of curriculum, faculty and students for an immersion quality improvement (QI) project experience during the core clinical year
2. Apply lessons learned from the GCSOM "QuICC" project immersion experience to develop a QI experience for undergraduate medical learners
3. Express satisfaction with feasibility and educational value of a QI project immersion experience for undergraduate medical learners

Telemedicine Risk Management

William Feaster, MD, MBA

1. Understand how the regulatory changes in Medicare's 1135 waivers during the COVID-19 Public Health Emergency enabled the rapid expansion of telemedicine.
2. Review both provider and organizational risks that are related to the large volume of telemedicine visits that resulted.
3. Discuss the risk management principles that remediate this risk.

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ABOUT ACMQ

ACMQ is the premiere medical quality organization in the United States, led by physicians and nurses, for multidisciplinary medical audiences. The mission of ACMQ is to provide leadership and education in healthcare quality management.

ACMQ is the organization for healthcare professionals responsible for providing leadership in quality and safety outcomes, who want or need the tools, experience, and expertise to improve the quality and safety of patient care.

Membership in ACMQ provides you with a gateway to resources, programs, professional development opportunities and a greater recognition of quality issues by the entire healthcare field.



We do this by supplying members with our peer reviewed Journal; access to a network of the top minds in the field; and the premier annual conference for the quality community. Unlike other specialty organizations, we focus exclusively on your quality team and its success; as shown by ACMQ's 40-year legacy of pioneering support for the implementation and innovation of quality-based medicine.

ACMQ is the only medical specialty society for practitioners of medical quality management, recognized by the American Medical Association with a seat in the AMA House of Delegates.

ACMQ is an active member of the National Quality Forum (NQF), with several nationally recognized ACMQ quality experts who sit on key NQF Committees and Technical Expert Panels.

ACMQ is the owner and founder of the oldest peer reviewed internationally renowned Quality journal in the world. ***The American Journal of Medical Quality (AJMQ)*** was founded in 1985 and is edited by David B. Nash, MD, Dean of the Thomas Jefferson College of Population Health, along with an illustrious Editorial Board consisting of the "who's who" of international quality and patient safety experts.

Certification in Medical Quality (CMQ) is available through the American Board of Medical Quality (ABMQ).

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SPECIAL! If you are not yet a member of ACMQ, be sure to register for the 2022 Annual Conference to get a complimentary membership with your registration. Early bird registration ends August 15th!

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Highlighting one of our 24 amazing speakers! Come check out Dr. Allison Arwady to hear her talk about Evidence-Based Equity Lessons learned during COVID

<https://lnkd.in/gWftbcEC>

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Elizabeth Schumacher, JD

Mission Driven. Co- Founder and CEO, Affinity Strategies. Entrepreneur. 35 Year Patient Advocate.
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On the [Affinity Strategies](#) blog today.... our incredible and amazing Director of Events, [Becky Cira](#) talks about how she so brilliantly pivoted to virtual events, and why she loves being part of the [Affinity Strategies](#) team! [#meetings](#) [#events](#) [#meetingplanners](#) [#medicalassociations](#) ... another awesome job by our incredible [Affinity Strategies](#) marketing genius, [Lauren Shaffer](#)

<https://lnkd.in/gW2tyxWr>

Rising to the Challenge: Hybrid Meeting Model Offers New Opportunities - Affinity Strategies

<https://www.affinity-strategies.com>

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Sarah Cecchini White posted on LinkedIn

Have you read the Affinity Strategies blog? This week, Rosaleen Tully, Director of Industry Relations, highlights the new Partnership 365 Model. The partnership between associations and industry partners extends far beyond your annual meeting. This strategic plan was created to help our clients increase engagement and support with industry partners throughout the year. Learn more about the Partnership 365 and the benefits it can offer your association: <http://ow.ly/XKnO50JKrEH>

Presenting the Affinity Partnership 365 Model to Increase Engagement and Support with Industry - Affinity Strategies

<https://www.affinity-strategies.com>

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Don't forget to submit your abstract for the 2022 Annual Conference: Care after COVID, deadline July 1st. <https://lnkd.in/gWftbcEC>

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Society of Dermatology Nurse Practitioners

SDNP is a Nonprofit Society that is the Home for all Dermatology Nurse Practitioners.
1y

We are excited to announce that the 2023 SDNP Annual Symposium will be taking place in Park City at the Zermatt Utah Resort & Spa, April 20-24, 2023. Don't forget to save the date! We will have registration information for the meeting on our website soon!

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Register now to get our Early-Bird rate for the 2022 Annual Conference: Care After COVID taking place September 30 October 2 in Chicago. JOIN US! <https://lnkd.in/gWftbcEC>

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Sarah Cecchini White

Executive Director, Senior Home Sharing

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Register now to get our Early Bird rate for the 2022 Annual Conference: Care After COVID taking place September 30-October 2 in Chicago. JOIN US! <https://lnkd.in/gWftbcEC>

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Sarah Cecchini White

Executive Director, Senior Home Sharing

1y

There are some great speakers this year! Visit the link or contact me if you'd like some more information!

American College of Medical Quality

593 followers

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REGISTRATION NOW OPEN!! Join us at our 2022 Annual Conference: Care After COVID, September 30 - October 2 at the Fairmont Hotel, Chicago.

<https://lnkd.in/gWftbcEC>

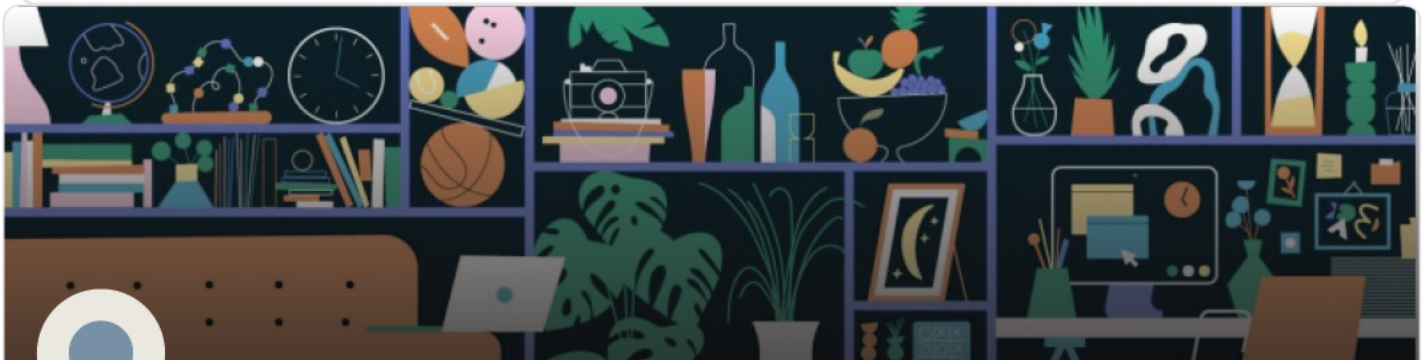
1

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Sarah Cecchini White posted on LinkedIn

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EXHIBIT O

2022 PROSPECTUS



— AMERICAN COLLEGE OF —
MedicalQuality

ABOUT ACMQ

Mission, Values & Vision

Our Mission

The mission of the American College of Medical Quality (ACMQ) is to provide leadership and education to the field of healthcare quality management. ACMQ is a 501 (c) (3) non-profit organization founded in 1973.

Our Vision

ACMQ is the organization for healthcare professionals responsible for providing leadership in quality and safety outcomes, who want or need the tools, experience and expertise to improve the quality and safety of patient care.

Our Values

- To educate and provide a forum for healthcare professionals, government agencies, and other regulatory bodies involved in medical quality management;
- To provide a core body of knowledge to healthcare professionals in the field of medical quality management;
- To elevate the standards of medical schools and post-graduate education in medical quality management;
- To conduct and sponsor on-going research and evaluation in the various fields of medical quality.

Membership

The American College of Medical Quality represents medical quality professional leaders from health systems, academia, public health, healthcare payers, life sciences, government, and other healthcare settings across the United States and internationally.



Our Value Proposition to Partners

1. Collaboration to influence education, advocacy, quality outcomes and thought leadership.
2. A seat at the table to develop meaningful and long lasting relationships with ACMQ leaders.
3. Opportunity to develop innovative programs and services to improve medical quality and patient care.

We encourage your participation in the American College of Medical Quality (ACMQ) through sponsorship, membership, and attendance at our 2022 Annual Conference. Check out our sponsorship opportunities on the next page.

ACMQ 2022 Annual Conference

September 30–October 1, 2022

Virtual Event



ACMQ 2022 Sponsorship Benefits

Sponsorship Level	Enterprise \$15,000	Corporate \$10,000	Premium \$5,000
Complimentary 2022 Annual Conference Registration(s)	4	2	1
Complimentary Professional ACMQ Membership(s)	4	2	1
Company Logo and Link on ACMQ Sponsor Page (ordered by sponsor level)	✓	✓	✓
Company Logo in ACMQ Quarterly Newsletter (ordered by sponsor level)	✓	✓	✓
Company Logo on 2022 Annual Conference Collateral Materials (ordered by sponsor level)	✓	✓	✓
ACMQ Partner Logo Seal	✓	✓	✓
2022 Annual Conference Attendee List	✓	✓	✓
Membership on ACMQ Industry Advisory Board (Two annual meetings with Board of Directors)	✓	✓	
Dedicated eBlast to ACMQ Membership	✓		
Complimentary Job Postings on ACMQ Website (20% discount on future postings)	2		

.....

OTHER PARTNERSHIP OPPORTUNITIES

Membership on ACMQ Corporate Advisory Board (Two meetings with board of directors per year)	\$8,000 per year
Partner with ACMQ to Develop a Podcast (Including content, 45 minutes)	\$2,500
Partner with ACMQ to Develop a Webinar (Including content, 45 minutes)	\$2,500
ACMQ Partner Seal	\$2,000
Company Advertisement during a Podcast or Webinar	\$1,000
Company Logo in ACMQ Quarterly Newsletter	\$1,000
Company Logo and Link on ACMQ Sponsor Page	\$1,000

If you are interested in partnering with ACMQ, please fill out our Sponsor Interest form

ACMQ Sponsor Interest Form

If you have any questions or other ideas for partnership opportunities, please contact us at acmq@affinity-strategies.com

EXHIBIT P

From: Dan McLaughlin <Dan@affinity-strategies.com>
Sent: Friday, July 29, 2022 3:14 PM
To: Dr. Dan Westphal; Angelo Caprio; Aline Holmes; Kevin Hummel; Chris Jackson; Joel Bundy; Philip Parks; Mary Reich Cooper; Abha Agrawal; Abha Agrawal; Cindy Lee; Julissa Santos; Lauren Miller; Charles Gill
Cc: Elizabeth Schumacher; Sarah White; Mary Kate de Leon
Subject: ACMQ weekly update

To All, Here is some of what we have been working on this week. Registration and sponsorships are minimal. My main concern. I am working on something I hope will help in these areas that would be better explained at the next meeting, but in short, I am trying to dramatically extend are reach by working with a firm that provides data basses and the ability to mass fax or email to those lists. There is much more to it and no guarantees but something needs to be done.

Annual Conference

- We are working with PQA to get details from the speakers and their topic. They have received our follow up email with everything we will need from them and said they would reply next week with specifics.
- There has been continued communication with all speakers regarding the email sent out to gather info. We have 16 that have registered for the conference, 15 have completed their disclosure for CMEs, 18 have returned their speaker contract, and we have bios/photos from 22, the only remaining one is PQA. There are 23 speakers at the moment including PQA.
- 28 total registered for the conference currently
- Work has begun on the initial conference program to go up on the website including topics, speakers, and timing
- Working with a firm to do mass contacts for registration and sponsors

Sponsors <https://www.acmq.org/conference-sponsorship>

- Calls and emails being made but not a lot of return calls and emails at this time

Website Updates <https://www.acmq.org/2022-annual-conference>

- Clarification added to the Quality Scholars page based on questions received from a student looking to apply.
-

Abstracts & Quality Scholars

- We currently have 14 abstract submissions from 13 people, one person submitted 2 abstracts

- We have 2 applicants for the Quality Scholars program whose applications have been sent to Lauren Miller, the SRF Chair, to review

Social Media & Eblasts

- We continue posting on social each day with speaker and conference content. 2 additional posts this week for more exposure and reminders of abstract submittal deadline approaching.
- We continue to send out a weekly eblast on Tuesday to around 3400 people for open registration and abstract submittals.
- We continue to send the 2nd eblast to our list of 3400 that will showcase 2 speakers each week sent out on Thursday, the same ones used in the social media posts.
- Sent Special eblast as a reminder that this is the last weekend to submit abstracts or apply for quality scholars. August 1st is the deadline
- Sent Special eblast to membership regarding AJMQ "QTIP" Article Submissions at the request of Mary Cooper

MOU with Jefferson College

- Revised copy of MOU including input from the board sent to Alexis for review.

Webinars & Study Guide

- Special board meeting to take place 15 minutes prior to the Program Meeting on August 9th to agree on the pricing offered for this study guide. We are aiming for a release date of August 15th for the first group of 5. Email was sent to the board with proposed pricing for review and discussion at the meeting.



EXHIBIT Q

8/15/22, 11:42 AM

Fw: ACMQ weekly update - Dan McLaughlin - Outlook

 Delete
  Archive
  Junk
  Reply
  Reply all
  Forward
  Read / Unread

Fw: ACMQ weekly update

 You forwarded this message on Fri 8/5/2022 4:26 PM

 Dan McLaughlin









To: Lauren Miller <millaure@med.umich.edu>; Mary Kate Leon; Sarah White; At Fri 8/5/2022 2:17 PM

Below is a summary of what we were working on this week. These are bullet points, but I would like to mention one area that I have spent some time on this week and will fill you in further at our meeting on Tuesday. I purchased a mailing list and I am working with a firm to start sending emails and faxes to about 16,000 doctors in Chicago and collar counties. My thinking is that we might have a better chance of getting people interested in attending that are within driving range.

Annual Conference

- PQA has provided their 3 speakers; all have been sent the email requesting details. We have received all info from Amanda Ryan, and are waiting for complete info from Klodiana Myftari and Norris Turner. We have also been given their topic: Transitions of Care After Covid: Advancing the Pharmacist's Role in Interdisciplinary Teams
- There has been continued communication with all speakers regarding the email sent out to gather info. We have 17 that have registered for the conference, 16 have completed their disclosure for CMEs, 20 have returned their speaker contract, and we have bios/photos from 23. There are 25 speakers at the moment including the 3 new speakers from PQA.
- 30 total registered for the conference currently.
- I just started sending an email with conference info to doctors that are friends or associates over the years.
- Preliminary Program has been put together and is posted on the website conference page
- We have preliminary approval for CMEs for the conference from Cinemed. We will continue to finalize with hem as it gets closer.

Sponsors <https://www.acmq.org/conference-sponsorship>

- Continue to make calls and send emails for sponsors. There are 3 or 4 that sound promising but just can't get answers.
- Will be taking a different approach next week

Abstracts & Quality Scholars

- We currently have 23 abstract submissions, almost doubled the amount since last week
- We have 5 applicants for the Quality Scholars program, which increased by 3 since last week. All applications have been sent to Lauren Miller, the SRF Chair, to review

Website Updates <https://www.acmq.org/2022-annual-conference>

- Abstract and Quality Scholar links on conference page have been removed
- Preliminary schedule has been posted on the website

8/15/22, 11:36 AM

Re: ACMQ weekly update - Dan McLaughlin - Outlook

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  Archive
  Junk
  Reply
  Reply all
  Forward
 



Re: ACMQ weekly update

Elizabeth Schumacher 

To: Dan McLaughlin

Cc: Sarah White; Mary Kate Leon



Fri 8/5/2022 4:29 PM

No worries!

From: Dan McLaughlin <Dan@affinity-strategies.com>

Date: Friday, August 5, 2022 at 4:26 PM

To: Elizabeth Schumacher <elizabeth@affinity-strategies.com>

Cc: Sarah White <sarah@affinity-strategies.com>, Mary Kate Leon <marykate@affinity-strategies.com>

Subject: Fw: ACMQ weekly update

Liz, I apologize I forgot to copy you on the weekly update I sent out a little earlier. Dan



Dan McLaughlin
ACMQ Executive Director
dan@affinity-strategies.com

From: Dan McLaughlin <Dan@affinity-strategies.com>

Sent: Friday, August 5, 2022 2:17 PM

To: Lauren Miller <millaure@med.umich.edu>; Mary Kate Leon <marykate@affinity-strategies.com>; Sarah White <sarah@affinity-strategies.com>; Angelo Caprio <13acaprio@gmail.com>; Aline Holmes <aline.holmes@gmail.com>; Mary Reich Cooper <mary.r.cooper@jefferson.edu>; Abha Agrawal <aagrawal@hph.care>; Dr. Dan Westphal <drknow@bellsouth.net>; Julissa Santos <jsantos@hph.care>; Philip Parks <philipparks@gmail.com>; Joel Bundy <joel_bundy@hotmail.com>; David Nash <david.nash@jefferson.edu>; Dawn Gay <dawn.gay@care-advisors.com>

Subject: Fw: ACMQ weekly update

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