



Carter L. Marshall, MD, MPH



Health Services Advisory Group (HSAG) was fortunate to have Carter L. Marshall, MD, MPH, join its staff in 1990. During his time at HSAG he served in many capacities—most recently as the Vice President of Clinical Quality Assessment. During his 15 years of service, Dr. Marshall improved the quality of care provided to Medicare beneficiaries and other patients through his involvement with many HSAG projects. These projects included:

- Improving Diabetes Management in Managed Care.
- Investigating and Improving Coronary Artery Bypass Graft Surgery and Survival.
- Reducing Radical Prostatectomy in Elderly Males.
- Identifying and Studying the Top Performing Hospitals in the United States.

One of the last projects Dr. Marshall directed, prior to his death on February 18, 2005, was the Three-State Pilot. This pilot project from the Centers for Medicare & Medicaid Services (CMS) was designed to provide direction about the public reporting of hospital quality measures. Dr. Marshall met with representatives from rural hospitals to hear their thoughts about public reporting. He was motivated by the concerns they voiced during those discussions. The design of the Rural Hospital Award Program (RHAP) began to evolve as Dr. Marshall shared the concerns of the rural hospitals with CMS, the Hospital Quality Alliance (HQA), and other stakeholders. The award program held today, April 19, 2005, is not the culmination of RHAP. It is a stepping stone to future rural award programs.

The Rural Hospital Quality Award has been named in honor of Dr. Marshall and his efforts to call attention to the quality of care provided by rural hospitals in Arizona. Dr. Marshall was proud of the hospitals in Arizona and never missed an opportunity to discuss their accomplishments. He recognized the work and effort that resulted in providing quality care. HSAG was both fortunate and privileged to have had such a humanitarian on its team.