

# Physician-Focused Payment Model Technical Advisory Committee

## March 2-3, 2023 – PTAC Public Meeting

### *Improving Care Delivery and Integrating Specialty Care in Population-Based Models*

#### Presenter and Panelist Biographies

##### Panel Discussion 1

(March 2, 10:30 a.m. – 12:00 p.m. EST)

##### Subject Matter Experts

- [Ann Greiner, MCP](#), President and Chief Executive Officer, Primary Care Collaborative
- [Paul N. Casale, MD, MPH](#), Vice President, Population Health, New York-Presbyterian, Weill Cornell Medicine and Columbia University
- [Adam Weinstein, MD](#), Chief Medical Information Officer, DaVita Kidney Care

##### Panel Discussion 2

(March 2, 1:00 – 2:30 p.m. EST)

##### Subject Matter Experts

- [Emily Brower, MBA](#), Senior Vice President, Clinical Integration and Physician Services, Trinity Health
- [Cheryl Lulias, MPA](#), President and Chief Executive Officer, Medical Home Network (MHN)
- [Emily Maxson, MD](#), Chief Medical Officer, Aledade

##### Listening Session 1

(March 2, 2:40 – 4:10 p.m. EST)

##### Subject Matter Experts

- [Mark McClellan, MD, PhD](#), Robert J. Margolis Professor of Business, Medicine, and Policy, and Founding Director, Duke-Margolis Center for Health Policy, Duke University
- [François de Brantes, MBA, MS](#), Senior Partner, High Value Care Incentives Advisory Group
- [Rozalina G. McCoy, MD, MS](#), Associate Professor of Medicine, Mayo Clinic
- [Lili Brillstein, MPH](#), Chief Executive Officer, BCollaborative

##### Listening Session 2

(March 3, 9:10 – 10:40 a.m. EST)

##### Subject Matter Experts

- [Kevin Bozic, MD, MBA](#), Professor and Chair, Department of Surgery and Perioperative Care, Dell Medical School, The University of Texas at Austin
- [Ami B. Bhatt, MD, FACC](#), Chief Innovation Officer, American College of Cardiology
- [Judy Zerzan-Thul, MD, MPH](#), Chief Medical Officer, Washington State Health Care Authority
- [Christina Borden](#), Director, Quality Solutions Group, National Committee for Quality Assurance (NCQA) and [Brian E. Outland, PhD](#), Director of Regulatory Affairs, American College of Physicians (ACP) (*Previous Submitters - ACP-NCQA AAPM proposal*)

# Physician-Focused Payment Model Technical Advisory Committee

## Roundtable Physician Panel Discussion (March 3, 10:50 a.m. – 12:20 p.m. EST)

### Subject Matter Experts

- [John Birkmeyer, MD](#), President, Medical Group, Sound Physicians
- [Nichola Davis, MD, MS](#), Vice President and Chief Population Health Officer, NYC Health & Hospitals
- [Carol Greenlee, MD, MCAP](#), Endocrinologist and Owner, Western Slope Endocrinology
- [Jackson Griggs, MD, FAAFP](#), Chief Executive Officer, Waco Family Medicine
- [Art Jones, MD](#), Principal, Health Management Associates (HMA)

## Panel Discussion 1: Biographies (March 2, 10:30 a.m. – 12:00 p.m. EST)

### Subject Matter Experts

[Ann Greiner, MCP](#), Primary Care Collaborative



Ms. Ann Greiner serves as President & Chief Executive Officer of the Primary Care Collaborative (PCC). In this role, she is responsible for leading the overall organizational strategy and fostering strategic partnerships throughout the health care sector nationally. At a critical time in U.S. health policy, Ms. Greiner directs the PCC's policy agenda, working across a diverse stakeholder group of more than 60 executive member organizations to advance an effective and efficient health care system built on a strong foundation of primary care and the patient-centered medical home (PCMH). Working with this membership and the PCC Board, Ms. Greiner is focused on defining and implementing an advocacy, research, and education agenda that furthers comprehensive, team-based, and patient-centered primary care. Ms. Greiner has dedicated her entire career to advancing the quality of U.S.

health and health care. She has more than 25 years of experience, including senior-level positions at prestigious national not-for-profit organizations. Prior to leading the PCC, she served as Vice President of Public Affairs for the National Quality Forum (NQF) where she increased the visibility and influence of NQF on Capitol Hill. Before working at NQF, Ms. Greiner held high-profile policy, research, and public affairs roles at the American Board of Internal Medicine, the National Academy of Medicine and the National Committee for Quality Assurance. In these roles, she pioneered research to help the field and the public understand the extent of the U.S. health care quality problem, helped spearhead the publishing of some of the first-ever quality ratings in health care, and led an effort to integrate the physician certifying boards into the CMS accountability framework. Ms. Greiner has a Master's degree in Urban Planning from the Massachusetts Institute of Technology.

# Physician-Focused Payment Model Technical Advisory Committee

**Panel Discussion 1: Biographies (Continued)**  
(March 2, 10:30 a.m. – 12:00 p.m. EST)

## Subject Matter Experts

**Paul N. Casale, MD, MPH**, New York-Presbyterian, Weill Cornell Medicine and Columbia University



Dr. Paul Casale is Professor of Clinical Medicine, Division of Cardiology and Professor of Population Health Sciences, Weill Cornell Medical College and adjunct Professor of Medicine, Columbia University Vagelos College of Physicians and Surgeons. Dr. Casale is Vice President of Population Health at NewYork-Presbyterian and Executive Director of NewYork Quality Care (the ACO of New York-Presbyterian, Weill Cornell Medicine and Columbia University Medical Center). He is a Senior Scholar in the Department of Health Policy at Sidney Kimmel Medical College at Thomas Jefferson University. Dr. Casale served as a PTAC member from 2015-2022 and acted as PTAC Chair in his last year. In addition, Dr. Casale previously served as a member of the AHRQ National Advisory Council and as Co-Chair of the Brookings-Dartmouth Workgroup on Payment Reform. He currently serves as Co-Chair of the National Core Quality Measure Collaborative Cardiovascular Workgroup. Dr. Casale received his medical degree from Weill Cornell Medical College and his Master of Public Health from the Harvard T.H. Chan School of Public Health. He completed his residency in internal medicine at The New York Hospital and Weill Cornell Medical College and his fellowship in cardiology at Massachusetts General Hospital and Harvard Medical School.

**Adam Weinstein, MD**, DaVita Kidney Care

Dr. Adam Weinstein is a nephrologist from Maryland and DaVita's Chief Medical Information Officer. Following training at the University of Maryland Medical Center, he co-founded and lead the Kidney Health Center of Maryland for a decade. He has also worked as a clinical VP (covering population health) in the University of Maryland Medical System, served on the Maryland Healthcare Commission (part of Maryland's CMS Waiver program) from 2010 to 2017, and on the Renal Physicians Association (RPA) Board of Directors. For more than a decade, Dr. Weinstein has participated in a variety of projects, presentations, and workgroups regarding alternative payment models (APMs) for kidney care. He is currently involved with RPA nephrology advocacy workgroups and supports various aspects of DaVita's participation in the CMMI Kidney Care Models. Dr. Weinstein also continues to maintain a small clinical practice and serves as the representative to the AMA's Relative Value Update Committee (RUC) on behalf of the Renal Physicians Association.



# Physician-Focused Payment Model Technical Advisory Committee

## Panel Discussion 2: Biographies

(March 2, 1:00 – 2:30 p.m. EST)

### Subject Matter Experts

**Emily Brower, MBA**, Trinity Health

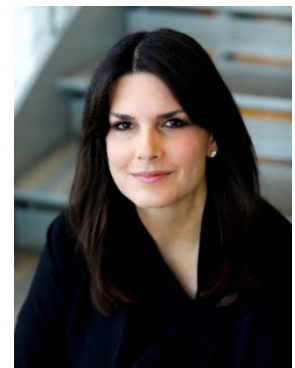


Ms. Emily DuHamel Brower serves as Senior Vice President of Clinical Integration and Physician Services for Trinity Health, one of the largest multi-institutional Catholic health care delivery systems in the nation, serving more than 30 million people across 25 states. Emphasizing clinical integration and payment model transformation, Ms. Brower provides leadership and strategic direction within the evolving accountable health care environment. Trinity Health's Clinical Integrated Networks deliver top performance through accountability for \$11 billion of medical expense and quality outcomes for 2 million people in Medicare Accountable Care Organizations (ACOs), Medicare Advantage, Medicaid and commercial APMs. Ms. Brower joined Trinity Health from Atrius Health in Massachusetts, where she last served as Vice President of

Population Health, building and executing the essential capabilities required to achieve strong financial and clinical outcomes within integrated care models under value-based reimbursement, particularly for publicly insured populations. Prior to her career at Atrius Health, Ms. Brower spent 15 years in leadership roles at Urban Medical Group, a Massachusetts non-profit health care organization specializing in the care of medically complex, chronically ill populations across a community-based, long-term care continuum. During that time, she launched a Program of All-Inclusive Care for the Elderly (PACE) program and other innovative, capitated contracts for medically complex populations and served as Principal Investigator for a multi-year research project analyzing cost and quality outcomes to support payment reform. Ms. Brower received her BA from Smith College and her MBA from the New York University Stern School of Business.

**Cheryl Lulias, MPA**, Medical Home Network (MHN)

Ms. Cheryl Lulias is a dynamic health care leader and pioneer in pursuit of essential industry transformation. She is the President and CEO of Medical Home Network (MHN), a nationally recognized not-for-profit organization dedicated to transforming care, reducing disparities, and building healthier communities. Under Ms. Lulias's leadership, MHN designed a model of care that links comprehensive care management to primary care and supports underserved patients' ability to access timely, appropriate, and quality care. This approach has produced significant improvements in health outcomes, quality, and cost through better patient engagement and better use of data and technology. Ms. Lulias is also CEO of MHN REACH ACO, which was recently approved for ACO REACH, and is focused on partnering with community health centers nationwide



to improve care for Medicare beneficiaries and organize them for success under value-based care agreements. In 2014, she launched the MHN ACO, the first Medicaid Accountable Care Organization in Illinois, which delivers nationally leading results and is recognized as the best performing Medicaid ACO in the country. Prior to MHN, Ms. Lulias served as the Vice President of Network Management for WellCare Health Plans of Illinois and held leadership positions at several academic and community hospital systems. In addition, *Modern Healthcare* recognized Ms. Lulias as one of 2022's Top Women Leaders.

# Physician-Focused Payment Model Technical Advisory Committee

## Panel Discussion 2: Biographies *(Continued)* (March 2, 1:00 – 2:30 p.m. EST)

### Subject Matter Experts

**Emily Maxson, MD**, Aledade



Dr. Emily Maxson is Aledade’s Chief Medical Officer. An internist and primary care doctor, she oversees Aledade’s practice and physician engagement and clinical strategy as it relates to core product development and value-based care innovation. Previously, Dr. Maxson has worked with physicians in metro New York’s most underserved areas to disseminate prevention-oriented electronic health record systems through the Department of Health and Mental Hygiene’s Primary Care Information Project and successfully launched the U.S. Department of Health and Human Services’ Beacon Community Program to improve population health, quality, and cost-efficiency. She was a practicing primary care physician for several years in a federally qualified community health center (FQHC) before dedicating her career to population health. Dr. Maxson earned her undergraduate and medical degrees from Duke University School of Medicine and completed her medical training in internal medicine/primary care at Harvard’s Brigham and Women’s Hospital in Boston, Massachusetts.

## Listening Session 1: Biographies (March 2, 2:40 – 4:10 p.m. EST)

### Subject Matter Experts

**Mark McClellan, MD, PhD**, Duke-Margolis Center for Health Policy, Duke University

Dr. Mark McClellan is Director and Robert J. Margolis, MD, Professor of Business, Medicine and Policy at the Margolis Center for Health Policy at Duke University. He is a physician-economist who focuses on quality and value in health care, including payment reform, real-world evidence, and more effective drug and device innovation. Dr. McClellan is at the center of the nation’s efforts to combat the pandemic, the author of a COVID-19 response roadmap, and co-author of a comprehensive set of papers and commentaries that address health policy strategies for COVID-19 vaccines, testing, and treatments, nationally and globally. He is former Administrator of CMS and former Commissioner of the U.S. Food and Drug Administration, where he developed and implemented major reforms in health policy. Dr. McClellan is an independent board member on the boards of Johnson & Johnson, Cigna, Alignment Healthcare, and PrognomiQ; co-chairs the Guiding Committee for the Health Care Payment Learning and Action Network; and serves as an Advisor for Arsenal Capital Group, Blackstone Life Sciences, and MITRE.



# Physician-Focused Payment Model Technical Advisory Committee

**Listening Session 1: Biographies (Continued)**  
(March 2, 2:40 – 4:10 p.m. EST)

## Subject Matter Experts

**François de Brantes MBA, MS**, High Value Care Incentives Advisory Group



Mr. François de Brantes has spent close to two decades working to transform the U.S. health care system by improving incentives for providers and consumers in order to encourage value-based decisions. As Senior Partner of the HCV Incentives Advisory Group, he leverages his decades of expertise to help provider, payer, and employer-focused organizations achieve their goals of achieving measurable change in the system and improving outcomes for all Americans. Prior to that, Mr. de Brantes was Senior Vice President of Episodes of Care at Signify Health where he has led customer development of the Medicare Advantage, self-insured employer, and commercial payer markets. In his role, he has also been an active member of the corporate development team and participated in the acquisition of Caravan Health by Signify. Mr. de Brantes has also led most of the thought leadership activity at Signify,

contributing to published papers, reports to Medicare's Innovation Center, media interviews and public speaking engagements. Prior to joining Signify Health, he served as Vice President of Altarum, a national not-for-profit organization. From 2006 to 2016, Mr. de Brantes was Executive Director of the Health Care Incentives Improvement Institute (HCI3), a not-for-profit company that designed programs to motivate physicians and hospitals to improve the quality and affordability of health care delivery. The organization, which merged with Altarum in December 2017, was responsible for creating and implementing the Bridges to Excellence (BTE) and PROMETHEUS Payment programs, which compensate and reward clinicians that focus on episodes of care and performance measures. Prior to HCI3, Mr. de Brantes was Chief Operating Officer of the eHealth Initiative (eHI), which promotes adoption of health information technology in the U.S. He led the development of eHI's HIE Value and Sustainability Model, a method to value services offered by Health Information Exchanges. Mr. de Brantes holds a Master's degree in Economics and Finance from the University of Paris IX-Dauphine and a Master's degree in Business Administration from the Tuck School of Business Administration at Dartmouth College.

**Rozalina G. McCoy, MD, MS**, Mayo Clinic

Dr. Rozalina McCoy is Associate Professor of Medicine at Mayo Clinic in Rochester, Minnesota, where she practices as a general internist and endocrinologist, and is medical director of the Mayo Clinic Ambulance Community Paramedic Service. She is a NIH- and PCORI-funded health services researcher whose work leverages real-world evidence to improve the quality, equity, and accessibility of diabetes care. Dr. McCoy received her undergraduate degree at Harvard, medical degree at Johns Hopkins, completed her medical training in internal medicine and endocrinology at Mayo Clinic, and has been on faculty at Mayo Clinic since 2015.



# Physician-Focused Payment Model Technical Advisory Committee

**Listening Session 1: Biographies (Continued)**  
(March 2, 2:40 – 4:10 p.m. EST)

## Subject Matter Experts

**Lili Brillstein, MPH**, BCollaborative



Ms. Lili Brillstein is a health care pioneer with payer-provider expertise and a global reputation for advancing value-based models of care that meet all four pillars of the Quadruple Aim. The strategic force behind one of the largest and most progressive episode-of-care models in the U.S., Ms. Brillstein has a proven ability to build programs that advance patient care, lower costs, and improve outcomes. She's a collaborative and imaginative leader, with an expansive network of relationships across the health care industry. As the Founder and CEO of BCollaborative, Ms. Brillstein provides advisory services to a variety of organizations. She helps develop strategies for engaging with payers and other partners in models that support comprehensive, collaborative care, and reward the collaborative team for achieving consistently optimal outcomes and experiences, at a lower overall cost of care.

As the former lead for Specialty Care Value-Based Models at Horizon Blue Cross Blue Shield of New Jersey, Ms. Brillstein championed a progressive episode-of-care initiative that became one of the largest and most collaborative programs of its kind in the U.S. It has been heralded for its innovative and collaborative spirit, and for being the first to create pilots that included non-traditionally covered services, such as yoga for patients with low back pain as well as integrating behavioral health therapies for patients with inflammatory bowel disease and substance use disorder. Ms. Brillstein's work for Horizon laid the foundation for innovative models studied and implemented around the country today. She has been a guest lecturer on episode-based/bundled payments at the Harvard Business School, Georgetown Medical School, and the Rutgers School of Pharmacy. Ms. Brillstein has served as an Advisor to CMMI on bundled payments, as well as several national specialty care alliances interested in understanding and engaging in value-based care models. She is a member of the Board of Directors for the NJ Coalition to End Domestic Violence. She has a Master of Public Health and a Bachelor of Science in Business Administration.

# Physician-Focused Payment Model Technical Advisory Committee

## Listening Session 2: Biographies

(March 3, 9:10 – 10:40 a.m. EST)

### Subject Matter Experts

**Kevin Bozic, MD, MBA**, Dell Medical School, The University of Texas (UT) at Austin



Dr. Kevin Bozic is the inaugural Chair of Surgery and Perioperative Care at the Dell Medical School at the University of Texas at Austin. He is an internationally recognized leader in orthopaedic surgery and value-based health care payment and delivery models. Prior to joining the Dell Med, he was the William R. Murray Endowed Professor and Vice Chair of Orthopaedic Surgery at the University of California San Francisco School of Medicine and Core Faculty of the Philip R. Lee Institute for Health Policy Studies. Dr. Bozic holds a BS in Biomedical Engineering from Duke University, where he graduated magna cum laude, and an MD with Thesis from the University of California San Francisco. He completed his

Orthopaedic Surgery Residency training in the Harvard Combined Orthopaedic Residency Program, and additional Fellowship training in Adult Reconstructive Surgery from Rush University Medical College. Dr. Bozic also holds an MBA from Harvard Business School, where he continues to serve as a Senior Institute Associate in Michael Porter's Institute for Strategy and Competitiveness.

Dr. Bozic's clinical practice is focused on the management of patients with hip and knee arthritis and painful hip and knee arthroplasties, and he has over 20 years of experience in adult reconstructive surgery focusing on simple and complex primary and revision hip and knee arthroplasty. He will assume the position of President of the American Academy of Orthopaedic Surgeons (AAOS) in March 2023. He is the past Chair of the AAOS Council on Research and Quality, the AAOS Health Care Systems Committee, and the American Joint Replacement Registry, and Co-Founder and former Chair of the California Joint Replacement Registry. He is actively engaged in numerous regional and national health policy initiatives, including the Health Care Payment Learning Action Network (HCP LAN), the Yale Center for Outcomes Research & Evaluation Performance Measurement Group, and is a former member of the AHRQ Effective Health Care Stakeholder Group. He has extensive research and policy experience in the field of value-based health care, focused on design, implementation and evaluation of value-based payment and delivery models.



# Physician-Focused Payment Model Technical Advisory Committee

**Listening Session 2: Biographies** *(Continued)*  
(March 3, 9:10 – 10:40 a.m. EST)

## Subject Matter Experts

**Ami B. Bhatt, MD, FACC**, American College of Cardiology



Dr. Ami B. Bhatt is the Chief Innovation Officer at the ACC and an Associate Professor at Harvard Medical School. Her interest in digital health strategy and the digital transformation of the cardiovascular field stems from the belief that state-of-the-art, personalized care can be delivered to individuals in the community, empowering patients and creating stronger clinician-patient partnerships for sustainable health outcomes. The ACC Innovation Program has a robust platform to transform digital patient care and advance technologies that are reshaping medicine. Dr. Bhatt has 20 years of experience as a clinician, investigator, and educator with nearly 10 years of experience in telemedicine and digital health. Dr. Bhatt founded her first program in cardiovascular virtual care in 2013 and continues to work on creating culturally relevant personalized virtual cardiovascular care delivery models. Her research has centered on identifying and implementing solutions to overcoming access barriers to cardiovascular and telemedicine care. A graduate from Harvard College and the Yale School of Medicine, Dr. Bhatt completed her medicine and pediatrics residency at Harvard, her adult cardiology fellowship at Brigham and Women's Hospital, and her adult congenital heart disease and pulmonary hypertension fellowship at the Boston Children's Hospital. She was the inaugural Richard Liberthson Endowed Scholar in Adult Congenital Heart Disease (ACHD) at the Massachusetts General Hospital while Director of their ACHD program. Dr. Bhatt most recently served as the director of Outpatient and Telecardiology at the Massachusetts General Hospital (MGH) Corrigan-Minehan Heart Center. Dr. Bhatt is now co-leading the inaugural year of the MGH Elevate Leadership Program aimed at transforming leaders for tomorrow's healthcare challenges. As part of MGH Elevate, Dr. Bhatt is focused on fostering agility, communication, and creativity to develop the next generation of impactful leaders in medicine.

**Judy Zerzan-Thul, MD, MPH**, Washington State Health Care Authority

Dr. Judy Zerzan-Thul is the Chief Medical Officer (CMO) of Washington State Health Care Authority and the newest Executive Forum Co-Chair for the Care Transformation Forum. She has been actively involved with HCP LAN, serving on the Care Transformation Executive Forum and speaking at several annual summits as an expert on value-based payment model design and implementation. Her responsibilities as CMO of the Washington State Health Care Authority include administering the state's Medicaid program. Additionally, Dr. Zerzan-Thul has focused on value-based payment models, the state's Medicaid Transformation Project, health equity, collaboration with stakeholders, and innovative use of data. Prior to serving as CMO for Washington State, Dr. Zerzan-Thul served in the same capacity in Colorado, where she designed and implemented benefits programs, specifically in Medicaid, and was instrumental in implementing the Affordable Care Act (ACA).



# Physician-Focused Payment Model Technical Advisory Committee

**Listening Session 2: Biographies** *(Continued)*  
**(March 3, 9:10 – 10:40 a.m. EST)**

## Subject Matter Experts

**Christina Borden**, National Committee for Quality Assurance (NCQA)  
*(ACP-NCQA AAPM proposal)*



Ms. Christina Borden is the Director of Care Delivery Programs in Product at National Committee for Quality Assurance (NCQA). In her twelfth year with NCQA, Christina oversees the development, implementation, and promotion of NCQA's programs that are focused on improving care and care coordination. She maintains and advances NCQA programs as clinical measures and standards change. Additionally, Ms. Borden works to educate stakeholders, interpret and maintain guidelines to ensure NCQA's programs properly align with federal guidelines and the health care industry as a whole.

**Brian E. Outland, PhD**, American College of Physicians (ACP)  
*(ACP-NCQA AAPM proposal)*

Dr. Brian Outland is the Director of Regulatory Affairs for the American College of Physicians in the Washington, DC, office. He has been at the College for about nine years in Regulatory Affairs. Before joining ACP, Dr. Outland ran his own firm that conducted ongoing coding audits for hospitals and physician offices. In addition, he provided education for physicians and billing personnel on payment issues and various other services. Dr. Outland previously served as the Director of Regulatory and Reimbursement Affairs for the Heart Rhythm Society. He has been a certified coder for more than 20 years by the American Health Information Management Association and the American Academy of Professional Coders and is also an approved trainer for ICD-10. Dr. Outland's most recent accomplishment is completing his PhD in Public Administration and Policy.



# Physician-Focused Payment Model Technical Advisory Committee

**Roundtable Panel Discussion: Biographies**  
(March 3, 10:50 a.m. – 12:20 p.m. EST)

## Subject Matter Experts

**John Birkmeyer, MD**, Sound Physicians



Dr. John Birkmeyer is President of the medical group at Sound Physicians, which comprises over 5,000 acute care physicians and advanced practitioners. In this role, he is responsible for clinical, financial and value-based performance across 350+ hospital practices nationwide. Before joining Sound, Dr. Birkmeyer was Executive Vice President of Integrated Delivery Systems and Chief Academic Officer at Dartmouth-Hitchcock. A graduate of Harvard Medical School and an elected member of the National Academy of Medicine, his research on hospital quality and costs has appeared regularly in the New England Journal of Medicine, JAMA, and Health Affairs.

**Nichola Davis, MD, MS**, NYC Health & Hospitals

Dr. Nichola Davis is Vice President and Chief Population Health Officer at NYC Health and Hospitals. NYC Health and Hospitals (NYC H+H) is the largest public hospital system in the country. In this role, Dr. Davis leads the public hospital system's Population Health's portfolio, which encompasses innovative care models, population health analytics, chronic disease prevention and management, and the social determinants of health. Dr. Davis co-chairs the Equity & Access Council at NYC H+H. Dr. Davis previously served on the board for the Council on Black Health and is an Associate Editor for the NEJM Catalyst.

Previously, Dr. Davis was the Director of Ambulatory Medicine at NYC H+H/North Central Bronx and Professor of Clinical Medicine in the Departments of Medicine, Division of General Internal Medicine, and Epidemiology and Population Health, Division of Behavioral and Nutritional Research at Albert Einstein College of Medicine. She received her Bachelor of Science from Sophie Davis School of Biomedical Education, her Medical Degree from New York University, School of Medicine, and completed her residency training in primary care internal medicine at Montefiore Medical Center. She obtained a Master of Science in Clinical Research Methods at Albert Einstein College of Medicine in 2003. Dr. Davis is board certified in Internal Medicine and Obesity Medicine. Dr. Davis has received several awards, including a National Medical Association Council Award from the Council on Concerns of Women Physicians, induction into the Leo M. Davidoff Society for excellence in teaching medical students at Einstein, and a "Rock Star of Science" Award from the American Heart Association. Her research and clinical work has focused on addressing obesity among low-income African-American and Latino communities particularly among those with diabetes.



# Physician-Focused Payment Model Technical Advisory Committee

**Roundtable Panel Discussion: Biographies (Continued)**  
(March 3, 10:50 a.m. – 12:20 p.m. EST)

## Subject Matter Experts

**Carol Greenlee, MD, MACP**, Western Slope Endocrinology



Dr. Carol Greenlee is board certified in Internal Medicine and in Endocrinology, Diabetes and Metabolism with over 30 years' experience in private practice endocrinology. In addition, she is devoted to improving health care delivery, especially improvement in patient-centered care and coordinated care. In 2014, Dr. Greenlee's solo endocrinology practice achieved tier 3 NCQA Patient-Centered Specialty Practice (PCSP) recognition as an early adopter. She served as faculty for the Transforming Clinical Practice initiative, assisting practices across the nation with workflows to improve care delivery and care coordination. Dr. Greenlee has participated in several projects on patient centered care, including implementing shared decision making. She was a representative to the American College of Physicians (ACP) Council of Subspecialty Societies from 2006 to 2020, serving as Vice Chair 2012 to 2016 and

Chair from 2016 to 2020 with a seat on the Board of Regents. During that time, Dr. Greenlee co-chaired the ACP Medical Neighbor workgroup and was a lead author of the ACP position paper "The Patient-Centered Medical Home Neighbor: The Interface of the Patient-Centered Medical Home with Specialty/Subspecialty Practices". She chaired the ACP workgroup on the High Value Care Coordination toolkit and the Pediatric-to-Adult-Care Transitions initiative as well as the workgroup on sharing care Beyond the Referral.

Most recently, Dr. Greenlee chaired the ACP collaborative workgroup and helped author the ACP policy paper "Beyond the Referral: Principles of Effective, Ongoing Primary and Specialty Care Collaboration", and served on the National Clinical Care Commission that provided a report and recommendations to Congress and HHS regarding ways to improve prevention of and outcomes for diabetes. She has served on the board of directors for both the Endocrine Society and the American Thyroid Association, as well as on many committees, including guideline writing committees. Dr. Greenlee currently provides endocrinology services through the Indian Country tribal diabetes ECHO program and a local eConsultation service.

# Physician-Focused Payment Model Technical Advisory Committee

**Roundtable Panel Discussion: Biographies (Continued)**  
(March 3, 10:50 a.m. – 12:20 p.m. EST)

## Subject Matter Experts

**Jackson Griggs, MD, FAAFP**, Waco Family Medicine



Dr. Jackson Griggs is the Chief Executive Officer of Waco Family Medicine Center, a fifteen-site federally-qualified health center serving over 61,000 patients in Central Texas. Dr. Griggs is a family physician who has practiced medicine for fifteen years, focusing on families living in poverty. He is an active researcher and has published over 20 manuscripts on topics of primary care, population health, and mental illness. As a consensus committee member, Dr. Griggs contributed to the influential report by National Academies of Sciences Engineering and Medicine, *Implementing High Quality Primary Care: Rebuilding the Foundation of Health Care*. He also originated *The Waco Guide to Psychopharmacology in Primary Care*, a tool endorsed by numerous national organizations and used by clinicians around the world. Leveraging his background in graduate medical education, Dr. Griggs serves as Chair and Vice President of the Waco Family Medicine Institute, which operates a family medicine residency program and three accredited fellowships. He serves as Chair of the Waco Family Medicine Foundation which supports the Center and the Institute through capital assets and targeted funding. He also serves on numerous community boards. Dr. Griggs earned his undergraduate degree in English from Abilene Christian University; he attended medical school at University of Texas Health Science Center at Houston and residency at the Waco Family Medicine Residency Program where he was Chief Resident. He is recognized as a Fellow of the American Academy of Family Physicians. He received the Texas Medical Association's annual award in service to graduate medical education and was recently acknowledged as Waco's Person of the Year for his contributions to the community during the COVID-19 pandemic.

**Art Jones, MD**, Health Management Associates (HMA)

Dr. Art Jones has 27 years of experience as a primary care physician and CEO at a Chicago area community health center. The health center has taken a population health approach from its beginning, addressing the social drivers of health as well as the medical needs of the community it serves. The health center was an early adopter of advanced APMs dating back to 1987. Dr. Jones was the architect for the first capitated FQHC alternative payment methodology in the country in 2001. Dr. Jones was one of the founders and continues to serve as the Chief Medical Officer for Medical Home Network (MHN) ACO comprised of thirteen FQHCs and three health systems serving 168,000 Chicago area Medicaid recipients. MHN is completely delegated for care management and successfully operates under a global risk arrangement on total cost of care. Dr. Jones is also a principal at Health Management Associates where he focuses on helping FQHCs and their clinically integrated networks succeed in advanced APMs. He is a graduate of the University of Illinois Medical School and completed internal medicine residency, chief residency, and a cardiology fellowship at the University of Chicago.

