

Physician-Focused Payment Model Technical Advisory Committee

June 10, 2021 – PTAC Public Meeting Care Coordination Theme-Based Session Panelists

Subject Matter Experts' (SMEs) Panel (11:00 a.m. – 12:30 p.m. EDT)

- ❖ [Sara Barry, MPH](#), OneCare Vermont – *Cross-Sector Perspective*
- ❖ [Linda Elam, PhD, MPH](#), Manatt Health – *Payer Perspective (Commercial and/or Public)*
- ❖ [William E. Golden, MD, MACP](#), University of Arkansas for Medical Sciences – *Payer Perspective (Commercial and/or Public)*
- ❖ [Laura Gottlieb, MD, MPH](#), University of California, San Francisco – *Social Determinants of Health Perspective*
- ❖ [Sachin H. Jain, MD, MBA](#), SCAN Group and Health Plan – *Payer Perspective (Commercial and/or Public)*
- ❖ [Robin P. Newhouse, PhD, RN, NEA-BC, FAAN](#), Indiana University School of Nursing – *Academic Research Perspective*
- ❖ [Catherine Olexa-Meadors](#), Aledade, Inc. – *Provider Perspective*
- ❖ [Sandra Wilkniss, PhD](#), Families USA – *Patient Advocacy Perspective*

Previous PTAC Proposal Submitters' Panel (1:00 p.m. – 2:30 p.m. EDT)

- ❖ [Shari M. Erickson, MPH](#), American College of Physicians (ACP) and [Christina Borden](#), The National Committee for Quality Assurance (NCQA) – (*The "Medical Neighborhood" Advanced Alternative Payment Model (AAPM) ACP-NCQA proposal*)
- ❖ [Kate Freeman, MPH](#), American Academy of Family Physicians (AAFP) – (*Advanced Primary Care: A Foundation Alternative Payment Model (APC-APM) for Delivering Patient-Centered, Longitudinal and Coordinate Care proposal*)
- ❖ [Kendall Hagood, RDN](#), Contessa Health and [Narayana S. Murali, MD, Dip. NB, FACP, CPE](#), Marshfield Clinic Health System (Personalized Recovery Care, LLC) – (*Home Hospitalization: An Alternative Model for Delivering Acute Care in the Home (HH-APM) proposal*)
- ❖ [Susan Nedza, MD, MBA](#), SMN Health Policy Insights – (*American College of Emergency Physicians (ACEP) Acute Unscheduled Care Model (AUCM): Enhancing Appropriate Admissions proposal*)
- ❖ [Joe Rotella, MD, MBA, HMD, FAAHPM](#), American Academy of Hospice and Palliative Medicine (AAHPM) (*Patient and Caregiver Support for Serious Illness (PACSSI) proposal*)

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SME Panelists' Biographies

Sara Barry, MPH, OneCare Vermont

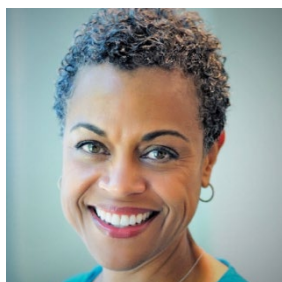
Cross-Sector Perspective



Ms. Sara Barry is the Chief Operating Officer at OneCare Vermont, a statewide Accountable Care Organization partnering with 14 hospitals, 127 primary care practices, 274 specialty care practices, nine federally qualified health centers, as well as continuum of care organizations. OneCare is a leader in advancing all-payer alternative payment models to transition from fee-for-service to value-based care. Ms. Barry oversees core ACO capabilities including the population health model, network strategy and contracting, analytics, and business operations. In her prior role as Senior Director of Value Based Care, Ms. Barry facilitated stakeholder engagement processes and negotiated with public and private payers to develop an aligned approach to effective population health management spanning prevention and wellness, chronic disease management and coordination of care for individuals with complex needs. Prior to joining OneCare, Ms. Barry served on the faculty in the Department of Pediatrics at the University of Vermont's College of Medicine. She has 20+ years of experience designing, conducting, and evaluating healthcare improvement initiatives statewide and nationally. Ms. Barry received her Master's in Public Health from Dartmouth Medical School's Center for Evaluative Clinical Sciences; has completed additional post-graduate work in leadership, health policy, and research; and is currently working on her PhD in leadership and change. Ms. Barry also consults nationally with healthcare delivery and healthcare improvement organizations to improve the capacity of the clinical workforce to achieve significant improvements in healthcare delivery and health outcomes.

Linda Elam, PhD, MPH, Manatt Health

Payer Perspective (Commercial and/or Public)



Dr. Linda Elam is a health policy and management leader with deep expertise in the financing and delivery of health care to vulnerable populations, and broad experience across academic, philanthropic, federal and state government, and private sectors. Presently, Dr. Elam is a Managing Director at Manatt Health where she works primarily on issues related to Medicaid, long term care and health equity. She recently served as CEO and Plan President of Amerigroup, District of Columbia, Inc., a managed care organization serving the Medicaid population in Washington, D.C. Previously, Dr. Elam served as Deputy Assistant Secretary for Planning and Evaluation directing the Office of Disability, Aging and Long-Term Care Policy at the US Department of Health and Human Services where she provided leadership on policies supporting the independence, health and productivity of elderly individuals and people with physical and mental disabilities. At the state level, Dr. Elam was Senior Deputy Director and State Medicaid Director at the District of Columbia's Department of Health Care Finance, where she helped develop and implement programmatic changes related to the Affordable Care Act, including Medicaid expansion, and led the

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SME Panelists' Biographies (Continued)

initial work to establish the District's health benefits exchange. Prior to her government service, Dr. Elam was a Principal Policy Analyst with the Henry J. Kaiser Family Foundation, where she focused on prescription drug policy, Medicaid and access to care, and racial and ethnic disparities in healthcare. She is a trustee of the Altarum Institute and sits on several advisory boards including the Institute for Healthcare Policy and Innovation at the University of Michigan, the District of Columbia Commission on Health Equity, and the Executive Committee of the Stakeholder Engagement Team of the National Institute on Aging IMPACT Collaboratory. She holds memberships in the National Academy of Social Insurance and the public health honor society Delta Omega. Dr. Elam received her B.S. in Zoology with honors from Howard University, her M.P.H. in Health Policy and Administration from the University of California at Berkeley, and her Ph.D. in Health Policy and Management from the Johns Hopkins University.

William E. Golden, MD, MACP, University of Arkansas for Medical Sciences
Payer Perspective (Commercial and/or Public)



Dr. William Golden is Professor of Medicine and Public Health at the University of Arkansas for Medical Sciences and is currently the Medical Director, Arkansas Office of Health Information Technology as well as Arkansas Medicaid. Since 1992, he has designed numerous statewide quality improvement and medical home efforts for Arkansas Medicare and Medicaid. He has served on numerous national governance boards including the National Quality Forum (NQF), the Health Care Payment Learning & Action Network (HCP-LAN), the American College of Physicians, and the American Health Quality Association. He has an undergraduate degree in Health Policy from Brown University and an MD from Baylor College of Medicine.

Laura Gottlieb, MD, MPH, University of California, San Francisco
Social Determinants of Health Perspective



Dr. Laura Gottlieb is a Professor of Family and Community Medicine at the University of California, San Francisco. Her research explores health care sector programs and policies related to identifying and addressing social risk factors in the context of care delivery. She is the Founding Director of the Social Interventions Research and Evaluation Network, a national research network that advances research on health care strategies to improve social conditions. Dr. Gottlieb is also Associate Director of the Robert Wood Johnson Foundation Evidence for Action National Program Office.

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SME Panelists' Biographies (Continued)

Sachin H. Jain, MD, MBA, SCAN Group and Health Plan
Payer Perspective (Commercial and/or Public)



Dr. Sachin (pronounced SUCH-in) Jain is President and CEO of SCAN Group and Health Plan, where he is charged with leading the organization's growth, diversification, and emerging efforts to reduce healthcare disparities. SCAN's revenues top \$3.4B and the organization serves 220,000 patients. Previously, Dr. Jain was President and CEO of CareMore and Aspire Health. He pioneered the first clinical program in the world focused on social isolation. Dr. Jain is also an Adjunct Professor of Medicine at the Stanford University School of Medicine and a contributor at Forbes. Prior to joining CareMore, Dr. Jain was global Chief Medical Information & Innovation Officer at Merck & Co. He contemporaneously served as an attending physician at the Boston VA-Boston Medical Center and a member of the faculties at Harvard Medical School and Harvard Business School. From 2009-2011, Dr. Jain worked in leadership roles at the US Department of Health and Human Services, where he was Senior Advisor to the Administrator of the Centers for Medicare & Medicaid Services (CMS).

Robin P. Newhouse, PhD, RN, NEA-BC, FAAN, Indiana University School of Nursing
Academic Research Perspective



Dr. Robin Newhouse is the Dean of the Indiana University (IU) School of Nursing and an IU Distinguished Professor. Her research focuses on health system interventions to improve care processes and patient outcomes. She has published extensively on health services improvement interventions, acute care quality issues and evidence-based practice. Dr. Newhouse was appointed to the Methodology Committee of the Patient Centered Outcomes Research Institute (PCORI) in 2011 and after serving six years as Chair, is currently serving as the Committee's Vice-Chair. She has served on multiple National Academy of Medicine (NAM) committees and is the past Chair of the AcademyHealth Board. Dr. Newhouse was inducted into the Sigma Theta Tau International Honor Society of Nursing Nurse Researcher Hall of Fame in 2014 and received the American Nurses Credentialing Center President's Award in 2015. In 2017, Dr. Newhouse was elected as a member of the National Academy of Medicine (NAM). In addition to her own studies, Dr. Newhouse is currently serving as the Principal Investigator for Indiana University's Grand Challenge: Responding to the Addictions Crisis. This Grand Challenge is a \$50 million initiative in partnership with the State and major health care systems in Indiana to reduce substance use disorders, the number of people that die because of an opioid overdose and babies born exposed to substances that experience neonatal abstinence syndrome.

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SME Panelists' Biographies (Continued)

Catherine Olexa-Meadors, Aledade, Inc.

Provider Perspective



Ms. Catherine Olexa-Meadors is the Vice President, Clinical Innovation for Aledade, Inc. She has spent the last 7 years creating and leading strategic initiatives in provider focused value-based care tech enabled services organizations, first in the CMMI Bundled Payments for Care Improvement (BPCI) program focused on hospitals and specialists, and now in Primary Care Physician-led ACOs. Ms. Olexa-Meadors currently leads a cross-functional innovation team under the Chief Medical Officer focused on testing and evaluating the impact of targeted clinical services and interventions on patient outcomes and ACO savings. Examples of current interventions being tested include specialized care management for unplanned dialysis avoidance, hospitalist transitional care workflows, in-home palliative care visits, and specialist referral management. During her time at Aledade, Ms. Olexa-Meadors has led the company's strategy, product development, and performance measurement approach related to transitional care management, SNF engagement, telehealth, chronic care management and end-of-life. The first decade of her career was spent on the provider side in operational leadership roles at senior care organizations, to include skilled nursing facilities and hospice. She holds a bachelor's degree in Political Science from the University of Northern Iowa.

Sandra Wilkniss, PhD, Families USA

Patient Advocacy Perspective



Dr. Sandra Wilkniss is the Director of Complex Care Policy and Senior Fellow at Families USA. In this role, she leads efforts on equitable distribution of vaccines, prescription drug affordability, and policies that advance the interests of consumers and families with complex care needs and behavioral health concerns. Prior to joining Families USA, she served as Program Director for Behavioral Health and Social Determinants of Health at the National Governors Association (NGA) Center for Best Practices. There she focused on policies in behavioral health and social determinants of health, complex care populations, and the innovative integration of these into health system transformation efforts. She also led the Center's work on balancing access to and affordability of high-cost pharmaceuticals. Prior to joining NGA, Dr. Wilkniss worked in the United States Senate for three years, first as an AAAS/APA fellow and then as a Senior Legislative Assistant for health care to U.S. Senators Jeff Bingaman (NM) and Martin Heinrich (NM). Before moving to Washington DC, she was the Director of Thresholds Institute at Thresholds Psychiatric Rehabilitation Centers. She also held an adjunct assistant professorship at Dartmouth Medical School, an assistant clinical professorship at the University of Illinois,

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SME Panelists' Biographies (Continued)

Chicago, and was Chief Psychologist of the Inpatient Psychiatry Unit at the University of Illinois Hospital in Chicago. Dr. Wilkniss holds a PhD in Clinical Psychology from the University of Virginia and a BS in Psychology from Princeton University.

Previous PTAC Proposal Submitter Panelists' Biographies

Shari M. Erickson, MPH, American College of Physicians (ACP)
(ACP-NCQA AAPM proposal)



Ms. Shari Erickson currently serves as Vice President of Governmental Affairs and Medical Practice with the American College of Physicians (ACP). In this role, Ms. Erickson manages ACP's overall advocacy and policy initiatives relating to federal regulatory agencies, including the Department of Health and Human Services (HHS), Centers for Medicare & Medicaid Services (CMS), CMS' Center for Medicare & Medicaid Innovation (CMMI), and other federal bodies. Ms. Erickson also oversees ACP's Department of Medical Practice, which is responsible for the ongoing development and maintenance of programs, products, tools, and services, including the ACP Practice Advisor, to assist medical practices with regulatory compliance and practice transformation. In addition, Ms. Erickson currently serves as Co-Chair of the Primary Care Collaborative's (PCC) Public Policy and Advocacy Workgroup. Before coming to ACP, Ms. Erickson was a Senior Program Director with the National Quality Forum (NQF) in Washington, D.C. where she was responsible for managing an array of projects that support NQF's national strategy for health care quality measurement and reporting. Ms. Erickson received her Master of Public Health degree from the Johns Hopkins Bloomberg School of Public Health and her Bachelor of Arts and Bachelor of Arts-International Studies degrees from Miami University in Ohio.

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 NCQA. In her twelfth year with NCQA, Ms. Borden 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, she 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.

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Previous PTAC Proposal Submitter Panelists' Biographies (Continued)

Kate Freeman, MPH, American Academy of Family Physicians (AAFP)
(AAFP APC-APM proposal)



Ms. Kate Freeman is the Care Delivery and Payment Strategist at the American Academy of Family Physicians. In her current role at the Academy, she focuses on practice transformation and primary care payment models, such as the Comprehensive Primary Care Plus and Primary Care First models, associated with the transition to value-based care. Prior to joining the AAFP in 2017, Ms. Freeman worked in nonprofit public-health roles supporting quality improvement and practice transformation efforts alongside physicians serving diverse populations in Chicago, IL. Ms. Freeman is experienced in using data-driven approaches to improve access, continuity, coordination, practice efficiency, and efficacy of care delivery.

Kendall Hagood, RDN, Contessa Health
(Personalized Recovery Care HH-APM proposal)



Ms. Kendall Hagood serves as Contessa's Regional Vice President of Operations, where she leads and oversees administrative, financial, and operational components of the Home Recovery Care program in multiple markets. Prior to Contessa, Ms. Hagood developed, implemented, and managed innovative healthcare models and service lines through her roles at Martin Ventures and Resolute Health.

Narayana S. Murali, MD, Dip. NB, FACP, CPE, Marshfield Clinic Health System
(Personalized Recovery Care HH-APM proposal)



Dr. Narayana Murali is Executive Vice President of Care Delivery and Chief Clinical Strategy Officer of Marshfield Clinic Health System. He also serves as the Executive Director/President of Marshfield Clinic, Inc. In these roles, Dr. Murali works in coordination with the Marshfield Clinic Health System's Chief Executive Officer and oversees the clinical care delivery, research and education of the 104 year old physician-led organization MCHS. Dr. Murali joined Marshfield Clinic in 2006 as a nephrologist, having practiced specialty medicine globally across three continents. He was Chief of Staff of Ministry at Saint Joseph's Hospital from 2011-12; Marshfield Clinic Corporate Secretary from 2012-14; Chair of Marshfield Clinic's Board of Directors from

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Previous PTAC Proposal Submitter Panelists' Biographies (Continued)

2014-2015; past Chair & present Board Director of Security Health Plan and past President of MCHS Hospitals Inc. 2016-2018. In addition he serves as the Vice Chair, of the governing council of Integrated Physician and Practice Section of the American Medical Association and on several other not-for-profit Boards. He earned his medical degree from the University of Madras, India, and then completed a three-year post-graduate training in general medicine leading to the award of the Diplomat of the National Board in General Medicine in India. He furthered his medical career in Australia. He subsequently completed an internal medicine residency at Mayo School of Graduate Medical Education, a National Institutes of Health-sponsored Clinician Investigator Training Program and fellowship in kidney disease at the Mayo Clinic College of Medicine, Rochester, Minnesota.

He serves as the prime site Principal Investigator of the Wisconsin Consortium for the *All of Us* Research Program, a historic effort to gather data from one million or more people living in the United States to accelerate research, improve health, and deliver precision medicine. He is a recipient of several grants, national, regional and institutional awards for scientific work and teaching. Dr. Murali, (Personalized Recovery Care, LLC) submitted Home Hospitalization: An Alternative Payment Model for Delivering Acute Care at Home, in Oct 2017 which was recommended for implementation by the Physician-Focused Payment Model Technical Advisory Committee Report. In 2020, MCHS was approved at 4 hospital sites by CMS for Acute Care at Home, during the COVID pandemic.¹ The clinical success of this model was shared in a paper published in the New England Journal of Medicine Catalyst in August 2019, and co-authored with Travis Messina, the CEO of Contessa. Dr. Murali has authored several scientific papers and reviews in basic and clinical science in addition to several book chapters and serving as an associate editor of a reputed textbook – The Mayo Clinic textbook of Internal of Medicine. He also frequently serves as a panel expert and/or guest lecturer at multiple national and regional organizations such as the AMA, APG and AMGA. Dr. Murali is a resident of Marshfield, Wisconsin with strong commitment to education and enrichment programs in the School District of Marshfield, WI, as well as the Boy Scouts of America.

Susan Nedza, MD, MBA, SMN Health Policy Insights
([ACEP AUCM proposal](#))



Dr. Susan Nedza is a board-certified emergency physician and clinical informaticist. She currently serves as the President of SMN Health Policy Insights, where she leads engagements with specialty societies and health information companies serving the emergency medicine community. Prior to that, she was the Chief Medical Officer and Senior Vice President for Clinical Outcomes Management at MPA Solutions. In that role, she was responsible for the development and testing of risk-adjusted bundled payment

¹ <https://www.cms.gov/files/document/covid-acute-hospital-care-home-program-approved-list-hospitals.pdf>

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Previous PTAC Proposal Submitter Panelists' Biographies (Continued)

models for health systems and led the development of the American College of Emergency Physician's physician-focused payment model (PFPM) proposal, the Acute Unscheduled Care Model. She also supported medical directors and health systems in defining data goals and analytic models to support strategic improvement efforts in care delivery and cost efficiency. Throughout her career, Dr. Nedza has published numerous studies across specialties detailing gaps in post-discharge surgical care that can be linked to failures in care coordination.

Joe Rotella, MD, MBA, HMDC, FAAHPM, American Academy of Hospice and Palliative Medicine
([AAHPM PACSSI proposal](#))



Dr. Joe Rotella has served as Chief Medical Officer of the American Academy of Hospice and Palliative Medicine (AAHPM) since 2015. Before that, he was the Chief Medical Officer of Hosparus for 15 years. He has contributed to many AAHPM initiatives, including *Choosing Wisely*, *Measuring What Matters*, the *Hospice Medical Director Manual* and the development of an alternative payment model for patients with serious illness. He is board certified in hospice and palliative medicine and has practiced in a variety of roles, including primary care physician, palliative care consultant, and hospice medical director. He frequently speaks at national meetings, serves on technical expert panels, and provides consultation to hospice and palliative care programs and quality organizations.