



STARFIELD SUMMIT SPEAKER BIOS



Robert Cattoi, Executive Director

Robert has over 20 years' experience in medical education and professional certification. As a former Assistant Dean for Strategic Planning and Program Development at the Texas Tech Health Sciences Center, Robert continues to use his skills in strategic planning to assist many educational and nonprofit institutions. As a member of the Senior Executive Staff at the American Board of Family Medicine (ABFM), Robert serves as the Executive Director of the philanthropic arm of the ABFM – the Pisacano Leadership Foundation. The Foundation provides scholarships, leadership training and mentoring to outstanding students and physicians in Family Medicine. By aiding medical students and physicians who demonstrate the highest levels of scholarship, leadership, character, interpersonal skills and community service, the Foundation promotes the development of the future leaders in the most comprehensive primary care specialty, which can then make relevant contributions to primary care for generations to come.



Andrew Bazemore, MD, MPH

Andrew Bazemore is a practicing family physician and the director of the Robert Graham Center, which he joined in 2005. He oversees and participates in the Center's research with a particular interest in access to care for underserved populations, health workforce & training, and spatial analysis. Dr. Bazemore has authored over 150 peer-reviewed publications during his tenure, while leading the Center's emphasis on developing tools that empower primary care providers, leaders, and policymakers. This is exemplified in his efforts to create and grow geospatial tools that foster access, visualization, and effective of use data to inform planning and policy. Prior to joining the Center, he was a member of the Faculty for the University of Cincinnati's Department of Family Medicine, where he completed his residency training and fellowship, and where he remains an Associate Professor. Dr. Bazemore also serves on the faculties of the Departments of Family Medicine at Georgetown University and VCU, and in the Department of Health Policy at George Washington University School of Public Health. He practices weekly and teaches students and residents at VCU-Fairfax Family Medicine Residency program. Dr. Bazemore received his BA degree from Davidson College, his MD from the University of North Carolina, and his MPH from Harvard University.



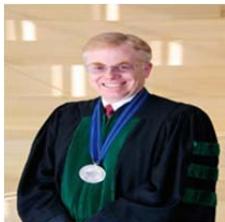
Arlene Bierman, MD, MS

Arlene S. Bierman is director of AHRQ's Center for Evidence and Practice Improvement which consists of five divisions the Evidence-Based Practice Center Program; the U.S. Preventive Services Task Force Program; the Division of Decision Science and Patient Engagement; the Division of Health Information Technology and the Division of Practice Improvement and the National Center for Excellence in Primary Care Research. Dr. Bierman is a general internist, geriatrician and health services researcher whose work has focused on improving access, quality and outcomes of health care for older adults with chronic illness in disadvantaged populations. Dr. Bierman has also developed strategies for using performance measurement as a tool for knowledge translation, as well as conducted research to increase policymakers' uptake of evidence. As tenured professor she held appointments Health Policy, Evaluation, and Management; Public Health; and Medicine; and Nursing at the University of Toronto, where she was the inaugural holder of the Ontario Women's Health Council Chair in Women's Health and a senior scientist in the Li Ka Shing Knowledge Institute at St. Michael's Hospital. She was also principal investigator for the Project for an Ontario Women's Health Evidence-Based Report Card (POWER) study, which provided actionable data to help policymakers and health care providers improve health and reduce health inequities in Ontario. Dr. Bierman has served on many advisory committees including the Geriatric Measurement Advisory Panel of the National Committee for Quality Assurance, the boards of Health Quality Ontario, and the National Center of Excellence National Initiative for Care of the Elderly (NICE). She received her MD degree from the University Of North Carolina School Of Medicine in Chapel Hill where she was a Morehead Fellow. She completed fellowships in Outcomes Research at Dartmouth Medical School, and Community and Preventive Medicine at the Mount Sinai School of Medicine and also served as an Atlantic Philanthropies Health and Aging Policy Fellow/American Political Science Foundation Congressional Fellow.



Samuel Jones, MD

Dr. Jones has been Director of the Virginia Commonwealth University - Fairfax Family Practice Center Residency Program since April 1990 and also serves as Vice Chair for the Department of Family Medicine at the Inova Fairfax Hospital. He is also a partner in Fairfax Family Practice Centers, P.C. (FFPC), and a group of 14 primary care practices located in Northern Virginia which serve ~ 190,000 patients. FFPC recently partnered with Privia Medical Group (PMG), a 750+ physician-based wellness and care management company which serves > 2 million patients in the DC Metro area. Dr. Jones is Past President of the Association of Family Medicine Residency Directors and former Board Chair of the American Board of Family Medicine Board of Directors. He also co-chaired the Preparing the Personal Physician for Practice (P4) Initiative. Dr. Jones chaired the Steering Committee for the FMAHealth strategic planning process and is currently a member of the Practice Core Team. He serves as project leader for the Metric Survey Team; thus, his interest in participating in the conversations which lead to a framework of metrics that recognize and measure the value of patient centered primary care.



Kurt C. Stange, MD, PhD

Kurt Stange is a family and public health physician, practicing at Neighborhood Family Practice, a federally-qualified community health center in Cleveland, Ohio. At Case Western Reserve University he is a Distinguished University Professor, and is the Gertrude Donnelly Hess, MD Professor of Oncology Research, and Professor of Family Medicine and Community Health, Epidemiology & Biostatistics, Oncology and Sociology. He is an American Cancer Society Clinical Research Professor, and serves as editor for the *Annals of Family Medicine* (www.AnnFamMed.org). He is working on Promoting Health Across Boundaries (www.PHAB.us), and is active in practice-based, multimethod, participatory research and development that aims to understand and improve primary health care and community health. He is a member of the Academy of Medicine of the US National Academy of Sciences.



Robert Phillips, Jr., MD, MSPH

Robert Phillips is a graduate of the Missouri University of Science and Technology, where he was a varsity swimmer and student government president, and the University Of Florida College Of Medicine. He completed training in family medicine at the University of Missouri in 1998, after which he completed a two-year fellowship in health services research and public health. After fellowship, Dr. Phillips became assistant director of the Robert Graham Center, Washington DC, and from 2004-2012, he served as its Director. In 2012, he moved to the American Board of Family Medicine (ABFM) as Vice President for Research and Policy where he leads the launch of a national clinical registry and population health tools. Dr. Phillips currently practices part-time in a community-based residency program in Fairfax, VA, and is Professor of Family Medicine at Georgetown University and Virginia Commonwealth University. He served on the American Medical Association's Council on Medical Education and as president of the National Residency Matching Program. From 2006-10, he was vice chair of the US Council on Graduate Medical Education, and he was named a Fulbright Specialist to the Netherlands in 2012. A nationally recognized leader on primary care policy and health care reform, Dr. Phillips was elected to the Institute of Medicine of the National Academies of Science in 2010.



Manisha A. Sharma, MD

Manisha Sharma is a board certified family medicine physician who works at the juncture of patient care, social justice, health policy, and innovation. She is committed to being the change in how healthcare is delivered in the United States. Her work has included being a clinical innovator for Iora Health, a mission driven, integrative primary care and technology company. Dr. Sharma served as the co-director of Physician Engagement and a core team member within the Clinical Development team, focused on areas such as process improvement, clinical technology/decision support, clinical analytics, clinical model iteration, pipeline development/power-building, clinical core competencies, evidenced based clinical guidelines, and clinical quality design. She also served as the co-director of the Iora Primary Care Leadership Academy and Fellowship, both unique training paths for medical trainees to develop management and leadership skills, necessary for healthcare delivery transformation. Before Iora Health, Dr. Sharma was the first Medical Director at Evergreen Health Care, an affiliate of Evergreen Health Cooperative, Maryland's only non-profit health insurance cooperative, authorized by the Affordable Care Act. There she designed a comprehensive primary care team model to serve its health exchange population and served as the clinical lead in building Evergreen's four health centers from scratch.

She serves as the national director of leadership cultivation and is the former New York state director of Doctors for America. In April 2015, Dr. Sharma was selected as a Regional Finalist for the White House Fellowship program. Dr. Sharma was also appointed as a member of the Commission on Education for the American Academy of Family Physicians in 2015. Dr. Sharma has been invited to lend her voice as a speaker before the Institute of Medicine's Committee on the Governance and Financing of Graduate Medical Education, the National Council of Negro Women, Maryland State Conference of the NAACP and the Democratic National Committee with President Obama.

Dr. Sharma earned her medical degree from St. George's University School of Medicine in Grenada, West Indies. She completed her residency in social and family medicine at Montefiore Medical Center in Bronx, NY where she was recognized with the Chairman Award for Research.



Ali Khan, MD, MPP

Ali Khan works at the intersection of medicine, entrepreneurship, translational health policy, population health and public service to help transform American health care delivery and achieve the quadruple aim. He is an experienced leader of mission-driven teams through periods of growth, uncertainty and high-stakes challenges. In the spring of 2016, Ali will join CareMore Health System/Anthem as Regional Medical Officer for Northern California. There, he will oversee clinical operations, quality and outcomes for CareMore's high-utilizer, vulnerable senior members across two counties in the Bay Area.

During his previous work at Iora Health, Ali served on the national clinical operations leadership team as Director of Physician Engagement and a clinical innovator. Reporting directly to Iora's Chief Medical Officer, Ali led the strategic design and implementation of a variety of initiatives in population health, clinical quality improvement, clinical application product development and workforce development. As part of that work, Ali designed, conceived and co-directed the Iora/Dartmouth Fellowship in Primary Care Leadership + Innovation and the Iora/Primary Care Progress Academy in Primary Care Leadership + Innovation. On the basis of this work, he was honored as a 2015 California Healthcare Foundation Health Leadership Fellow.

A board-certified internist, Ali completed his residency at Yale-New Haven Hospital, where he serves on the clinical faculty. He is a graduate of the Harvard Kennedy School and VCU's Medical College of Virginia, earning joint MD and MPP degrees as a Harvard Public Service Fellow. As part of Virginia Commonwealth University's joint BS/MD program, Ali graduated magna cum laude with University Honors in print journalism.



James C. Puffer, MD

Dr. James C. Puffer has served as the President and Chief Executive Officer of the American Board of Family Medicine (ABFM), located in Lexington, Kentucky, since January 1, 2003. Dr. Puffer came to the ABFM from the University of California, Los Angeles (UCLA). He joined the faculty of the School of Medicine as an Assistant Professor of Family Medicine in 1979 after completing a family medicine residency at the UCLA Medical Center from 1976-1979. He received his medical degree from the UCLA School of Medicine in 1976 and graduated with honors from UCLA with a bachelor's degree in psychology in 1972. During his tenure at UCLA, he led the Department of Family Medicine from 1981-1998. He currently holds a voluntary faculty appointment at the University of Kentucky, where he serves as a Professor in the Department of Family and Community Medicine.



Kavita Patel, MD

Dr. Kavita Patel is a Nonresident Senior Fellow at the Brookings Institution. Previously, Dr. Patel was managing director of clinical transformation at the Center for Health Policy and lead research on delivery system reform, healthcare financing, physician payment reform, and healthcare workforce development. Dr. Patel is also a practicing primary care physician at Johns Hopkins Medicine and a clinical instructor at UCLA's Geffen School of Medicine. Dr. Patel was previously a Director of Policy for The White House under President Obama and a senior advisor to the late Senator Edward Kennedy. Her prior research in healthcare quality and community approaches to mental illness has earned national recognition and she has published numerous papers and book chapters on healthcare reform and health policy. She has testified before Congress several times and she is a frequent guest expert on CBS, NBC and MSNBC as well as serving on the editorial board of Health Affairs.



Rushika Fernandopulle, MD, MPP

Rushika Fernandopulle is a practicing physician and co-founder and CEO of Iora Health, a healthcare services firm based in Cambridge MA whose mission is to build a radically new model of primary care to improve quality and service and reduce overall expenditures. In 2012 he was named an Ashoka Global Fellow, and is also a member of the Albert Schweitzer and Salzburg Global Fellowships. He was the first Executive Director of the Harvard Interfaculty Program for Health Systems Improvement, and Managing Director of the Clinical Initiatives Center at the Advisory Board Company. He is co-author or editor of several publications including *Health Care Policy*, a textbook for physicians and medical students, and *Uninsured in America: Life and Death in the Land of Opportunity*. He serves on the staff at the Massachusetts General Hospital, on the faculty of Harvard Medical School, and on the board of Families USA, a leading national consumer advocacy organization. He earned his A.B., M.D., and M.P.P. (Masters in Public Policy) from Harvard University, and completed his clinical training at the University of Pennsylvania and the Massachusetts General Hospital.



Claire Pomeroy, MD, MBA

Claire Pomeroy is the president of the Albert and Mary Lasker Foundation. She serves as chief executive officer of the Foundation and is responsible for advancing the Foundation's mission to "improve health by accelerating support for medical research through recognition of research excellence, public education and advocacy."

An expert in infectious diseases, Dr. Pomeroy is a long-time advocate for patients, especially those with HIV/AIDS, and public health. She passionately supports ongoing investment in the full range of research. She has a special interest in health care policy, with a focus on the importance of the social determinants of health. She has published more than 100 articles and book chapters and edited three books.

Dr. Pomeroy received bachelors and medical degrees from the University of Michigan and completed her residency and fellowship training in internal medicine and infectious diseases at the University of Minnesota. She earned an MBA from the University of Kentucky. She has held faculty positions at the University of Minnesota, University of Kentucky and University of California (UC) Davis; she is currently professor emerita at UC Davis. Dr. Pomeroy was chief of infectious diseases and associate dean for research and informatics at the University of Kentucky. She joined UC Davis in 2003 as executive associate dean and in 2005 was appointed vice chancellor and dean of the School of Medicine. She became president of the Lasker Foundation in June 2013.



Jonathan Blum, Executive Vice President

Jonathan (Jon) Blum is the Executive Vice President for Medical Affairs at CareFirst BlueCross BlueShield, which provides health care coverage in Maryland, the District of Columbia and Northern Virginia. Jon has responsibility for overseeing CareFirst's nationally recognized Patient-Centered Medical Home program. He also oversees CareFirst's medical and care coordination policies, pharmacy policies, and provider networks.

From 2009-2014, Jon served in senior leadership positions at the Centers of Medicare and Medicaid Services (CMS), serving most recently as the agency's Principal Deputy Administrator. He spent the majority of his time at CMS as its policy and operations director of the Medicare program, overseeing the regulation and payment of Medicare fee-for service providers, privately-administered Medicare health plans (Medicare Advantage), and the Medicare prescription drug program (Medicare Part D). While at CMS, Jon led many of the agency's payment and delivery system reforms, including the Medicare Shared Savings Program (ACOs), the Medicare Advantage Quality Bonus Program, competitive bidding for durable medical supplies, new bundled payment initiatives, and the Medicare prescription drug discount program. The Medicare program experienced its longest sustained period of cost-control during Jon's tenure.

Prior to CMS, Jon worked as a program analyst at the Office of Management and Budget, focusing on the Medicare program. He served on the professional staff of the Senate Finance Committee, advising its prior chairman, Senator Max Baucus, on prescription drug and Medicare Advantage policies during the development of the Medicare Part D prescription drug program. He was also a Vice President at the health care advisory services firm, Avalere Health, overseeing its Medicaid and Long-Term Care Practice.

Jon holds a Master's degree from Harvard University's John F. Kennedy School of Government and a BA from the University of Pennsylvania.



Stephanie Gold, MD

Stephanie is on faculty at Denver Health and the University of Colorado, where she is currently completing a fellowship in health policy through the Eugene S. Farley, Jr. Center for Health Policy. She is also a research fellow with Family Medicine for America's Health. Her policy work has focused on payment reform for primary care and integrated behavioral health. She is an incoming member of the Colorado Academy of Family Physicians Board of Directors.

Stephanie completed her residency at the University of Colorado-Denver Health track, where she was a chief resident. She received her medical degree from the University of Virginia, where she was also a member of the Generalist Scholars Program.



Michael Fine, MD

Michael Fine is currently Health Policy Advisor to Mayor James Diossa of Central Falls, Rhode Island and Senior Population Health and Clinical Services Officer at Blackstone Valley Health Care, Inc. He served in the Cabinet of Governor Lincoln Chafee as Director of the Rhode Island Department of Health (HEALTH) from February of 2011 until March of 2015, overseeing a broad range of public health programs and services. Dr. Fine's career as both a family physician and manager in the field of healthcare has been devoted to healthcare reform and the care of underserved populations. Before his confirmation as Director of Health, Dr. Fine was the Medical Program Director at the Rhode Island Department of Corrections, overseeing a healthcare unit servicing nearly 20,000 people a year, with a staff of over 85 physicians, psychiatrists, mental health workers, nurses, and other health professionals. He was a founder and Managing Director of HealthAccessRI, the nation's first statewide organization making prepaid, reduced fee-for-service primary care available to people without employer-provided health insurance.



Larry A. Green, MD

Larry A. Green is Professor of Family Medicine and the Epperson-Zorn Chair for Innovation in Family Medicine and Primary Care at the University of Colorado Denver. He was born and raised in Ardmore, Oklahoma and graduated from the University of Oklahoma with a major in psychology. After graduating from Baylor College of Medicine in Houston, Texas, he did his residency in family medicine in Rochester, New York at Highland Hospital and the University of Rochester. He practiced medicine in Van Buren, Arkansas, in the National Health Service Corps, before joining the faculty at the University of Colorado. He has remained a faculty member there throughout his career, during which he has served in various roles, including practicing physician, residency program director, developer of practice-based research networks, and department chair.

He is Director of Advancing Care Together, a Colorado-based comparative case study funded by the Colorado Health Foundation, focused on changing practice to integrate care for people with emotional and behavioral problems. He is past-chair of the National Committee on Vital and Health Statistics, and co-chair of the Steering Committee for Preparing the Personal Physician for Practice, a national comparative case study of family medicine residency innovations. He is the 2010-2011 past-chair of the Board of Directors of the American Board of Family Medicine, Chair of the Board of Directors of the American Board of Family Medicine Foundation, a member of the Board of Directors of the American Board of Medical Specialties, and a member of the Institute of Medicine.



Lauren S. Hughes, MD, MPH, MSc, FAAFP

Lauren S. Hughes is a family physician and Deputy Secretary for Health Innovation for the commonwealth of Pennsylvania. Prior to joining the Department of Health, she was a Robert Wood Johnson Foundation Clinical Scholar at the University of Michigan where she studied health services research. She holds degrees in zoology and Spanish from Iowa State University, an MPH in health policy from The George Washington University, and a medical degree from the University of Iowa. Dr. Hughes served as the national president of the American Medical Student Association for one year prior to completing her residency at the University of Washington in Seattle. She has volunteered through AmeriCorps in a federally qualified health center, worked for Iowa Senator Tom Harkin, and studied medicine and health systems in Brazil, Sweden, Tanzania, and Botswana. In 2015, she was named a regional finalist in the White House Fellows program. Dr. Hughes has also been a visiting scholar at the Robert Graham Center, ABC News Medical Unit in New York City, the Center for Medicare and Medicaid Innovation, and The Commonwealth Fund.



Laura A. Makaroff, DO

Dr. Laura Makaroff is the Senior Clinical Advisor for the Quality Division, Office of Quality Improvement in the Bureau of Primary Health Care at the Health Resources Services Administration (HRSA). In this role, she provides clinical leadership for the bureau's clinical quality strategy, including patient-centered medical home transformation, clinical quality measures, and electronic health record implementation for the nation's community health centers. Prior to coming to HRSA, Dr. Makaroff was the Robert L. Phillips Primary Care Health Policy Fellow at Georgetown University and The Robert Graham Center in Washington, DC. She gained invaluable experience as a solo physician and business owner prior to her fellowship and led her practice in EHR implementation and PCMH recognition. She completed her residency in family medicine at the University of Colorado and was awarded the Dr. Larry Green Award for leadership, scholarship and vision and was also recognized as the Colorado Academy of Family Physicians' resident of the year.



J. Lloyd Michener, MD

J. Lloyd Michener, MD, is Professor and Chairman of the Department of Community and Family Medicine, and Director of the Duke Center for Community Research. Dr. Michener graduated from Oberlin College, received his MD from Harvard Medical School, and completed his family medicine residency and fellowship at Duke University Medical Center. Dr. Michener has spent his entire professional career at the interface between communities and academic health centers, focusing on finding ways of making health care more effective through teams, community engagement and practice redesign. He has overseen the Obesity/Chronic Disease Prevention Programs of the Kate B. Reynolds Trust, a program designed to lower chronic disease rates in low-income minority communities across North Carolina, and the obesity prevention programs of the North Carolina Health and Wellness Trust Fund.

He now directs a national program for the “Practical Playbook” which facilitates the integration of Primary Care and Public Health, supported by the Centers for Disease Control and Prevention, the Health Resources and Services Administration, and the de Beaumont Foundation. He also leads the technical support service of “The BUILD Health Challenge”, a national competitive award program aimed at increasing the number and effectiveness of hospital, community, and public health collaborations that improve health, supported by the de Beaumont Foundation, The Advisory Board Company, the Kresge Foundation, The Colorado Health Care Foundation, and the Robert Wood Johnson Foundation.



Theodore Long, MD, MHS

Theodore Long, MD, MHS is an Associate Research Scientist in the Yale School of Medicine and an Investigator in the Yale Center for Outcomes Research and Evaluation (CORE). At CORE, Dr. Long works under contract with the Centers for Medicare and Medicaid Services to develop and maintain clinical performance measures. Dr. Long earned his Bachelor's degree from Yale College and completed his internal medicine residency training at Yale-New Haven Hospital. He is a graduate of the Robert Wood Johnson Clinical Scholars Program at Yale University. Dr. Long is a primary care physician currently practicing at the VA Medical Center in West Haven, CT.

Dr. Long's research focuses on primary care delivery system and workforce evaluation. Dr. Long studies how these characteristics of primary care access and delivery are associated with quality in primary care and population health outcomes. He joins the Harvard Medical School Center for Primary Care to pursue his interest in advancing primary care through creating alignment around primary care and population health.

Dr. Long is Medical Director of the Division of Policy, Information, and Communications at the Rhode Island State Department of Health. His work includes designing a state-wide health planning inventory. He works with an inter-departmental health planning team to study health services and access to care for Rhode Islanders.



Shannon Brownlee, MSc

Shannon Brownlee is a nationally known writer and essayist whose work has appeared in *The Atlantic*, *New York Times Magazine*, *The New Republic*, *Slate*, *Time*, *Washington Monthly*, *Washington Post*, *Times of London*, *Los Angeles Times*, and *BMJ* among many other publications. She is best known for her groundbreaking work on overtreatment and the implications for health care policy. Her book, *Overtreated: Why Too Much Medicine is Making Us Sicker and Poorer*, was named the best economics book of 2007 by *New York Times* economics correspondent David Leonhardt.

A former senior writer and editor at *U.S. News & World Report*, Brownlee lectures regularly in the U.S. and internationally at universities, medical schools, and public venues. Her work has been received numerous journalism awards, among them the Society of Professional Journalists Sigma Delta Chi Award, the 2010 American Society of Journalists and Authors June Roth Award for Medical Journalism, and the Victor Cohn Prize for Excellence in Medical Science Reporting.

Brownlee holds a master's degree in marine science from the University of California, Santa Cruz (UCSC), where she received the Alumnae Achievement Award of 2012. She was named one of the 45 most influential graduates of UCSC in 2010, the 45th anniversary of the campus' founding. In 2009 she was named one of four writers who changed the world by the World Federation of Science Journalists. A former Knight Journalism Fellow at Stanford University, she currently serves on the boards of Families USA and the Robert Graham Center of the American Academy of Family Practice. She is an editor of the "Less is More" section of *JAMA Internal Medicine*, a senior fellow at the New America Foundation, and an Instructor at the Dartmouth Institute for Health Policy and Clinical Practice.



Amanda Howe, MA, MD, Med FRCGP

Amanda Howe is a practicing family doctor, an academic professor, and a national and international leader in family medicine. Since 2001, she has been Professor of Primary Care at the University of East Anglia, where she was part of the founding team for a new medical program. During her career, she has held multiple roles in undergraduate, postgraduate, and faculty education, including being Course Director for the UEA medical program during its early years of development and accreditation. She has particular expertise in the teaching and learning of professionalism and patient safety; in the models and effectiveness of involving family medicine in community based medical education; and in resilience and doctors' wellbeing. She also has clinical research interests in primary care mental health, the contribution of patients to health care, and in early interventions for risk factors. She served from 2009 as an Officer of the Royal College of General Practitioners, previously chairing their research committee and the U.K. Society for Academic Primary Care. She is now President – Elect of the World Organization of Family Doctors. Her lifetime commitment is to making family medicine better – for patients, governments, and for those doctors who choose to practice it!



Dana Gelb Safran, ScD

Dana Gelb Safran is Chief Performance Measurement and Improvement Officer and Senior Vice President, Enterprise Analytics at Blue Cross Blue Shield of Massachusetts (BCBSMA). In this role, she leads the company's initiatives to measure and improve healthcare quality, safety and outcomes. Dr. Safran was among the lead developers of the BCBSMA Alternative Quality Contract (AQC), a provider contract model launched in 2009 with the twin goals of improving quality and outcomes while significantly slowing spending growth. Dr. Safran's advisory roles on national and local quality measurement include work with the Office of the National Coordinator (ONC), the Centers for Medicare and Medicaid Services (CMS), the National Quality Forum (NQF), the National Committee for Quality Assurance (NCQA), and the Massachusetts State Quality Advisory Council (SQAC). She serves on the Board of Directors for the Blue Cross Blue Shield Foundation, Nurture Early Care and Education, Massachusetts Health Quality Partners, on the Executive Committee for the Health Care Transformation Task Force, the American Board of Internal Medicine (ABIM) Council and the Editorial Board of Healthcare: The Journal of Delivery Science and Innovation. Dr. Safran is currently co-chairing the Population Based Payment workgroup of the Health Care Payment Learning and Action Network (LAN).

Dr. Safran earned her Master and Doctor of Science degrees in Health Policy from the Harvard School of Public Health.



Eugene Rich, MD

Eugene Rich is a senior fellow and director of Mathematica's Center on Health Care Effectiveness. He is an expert on the sources of practice variation in medical care with a particular focus on the influence of the policy, payment, and practice environment on health professionals' decision making. As a practicing general internist, he also has a longstanding interest in improving the delivery of primary care and the policies needed to accomplish this. He is the author of more than 130 peer-reviewed publications on these topics. In addition to his expertise in health services and health policy research, he has deep experience with clinical practice leadership, including roles as medical director, clinical program leader, and medicine department chair. Thus he has a strong practical understanding of the diverse range of provider organizations, their structure, financing, governance, and motivations, and how they vary across urban, suburban, and rural communities. Since joining Mathematica Dr. Rich has led a number of projects, including development of an approach to collecting national, policy-research-relevant data on physicians and their practices. He directs a project identifying barriers and facilitators to evidence-based care in medical and surgical specialty practices, and another on innovative approaches to measuring improved value in US healthcare. For Mathematica's work to develop a physician value-based payment modifier for the Centers for Medicare & Medicaid Services, he serves as senior adviser and plays a similar role on a project to develop learning systems for accountable care organizations, on the evaluation of health care innovations relevant to primary care redesign, and the evaluation of the Chronic care Management fee. Past recognition includes the AcademyHealth Article of the Year Award in 2001 and president of the Society of General Internal Medicine. He is co-senior editor of the Journal of Comparative Effectiveness Research.



Ann S. O'Malley, MD, Fellow

Ann S. O'Malley is a Senior Fellow at Mathematica Policy Research and Deputy Director of the Center on Health Care Effectiveness. Dr. O'Malley does both qualitative and quantitative primary care health services research. She focuses on improving support for primary care practices to provide more coordinated and comprehensive care, particularly for patients with multiple chronic conditions. Among her current projects are two evaluations at Mathematica: the "Uptake and dissemination of the new Chronic Care Management Fee" under the 2015 Physician Fee Schedule, and evaluation of the Centers for Medicare and Medicaid's "Comprehensive Primary Care Initiative (CPC)" implementation. She is board certified in preventive medicine and public health, has clinical training in pediatrics and preventive medicine, and completed a National Research Service Award fellowship in primary care research. She obtained her M.D. from the University of Rochester School of Medicine, and an M.P.H. from Johns Hopkins School of Hygiene and Public Health.



Sandra Hassink, MD, MS, FAAP

Sandra Hassink is the immediate past president of the American Academy of Pediatrics, an organization of 64,000 pediatricians with a national and global agenda for children. She has spent her professional career caring and advocating for children with obesity and is the Director of the AAP Institute for Healthy Childhood Weight focused on translating research into practice for pediatric health care providers, families and children and advancing the field of pediatric obesity. Dr. Hassink has testified before Congress on childhood obesity, food insecurity and hunger focusing on supporting the foundations of child health. Dr. Hassink began the weight management clinic at Nemours/AI DuPont Children's Hospital in 1988. She has collaborated in basic research efforts to identify pathophysiologic mechanisms of obesity, centering on the role of leptin, and has lectured widely in the field of pediatric obesity. In addition, she has authored *A Parent's Guide to Childhood Obesity*, *Pediatric Obesity: Prevention, Intervention, and Treatment Strategies for Primary Care*, and *Clinical Guide to Pediatric Weight Management*. Dr. Hassink has served as faculty for the "Be Our Voice" advocacy training and at the AAP Legislative Conference.

Dr. Hassink dedicates a significant portion of her time to advocacy and policy development on obesity prevention and treatment. She has served on the IOM committee on Accelerating Progress on Obesity Prevention and was an author on the Expert Recommendations for Obesity. Dr. Hassink also holds a Master of Science in Pastoral Care and Counseling.



Russell Phillips, MD

Russell S. Phillips is Director of the Center for Primary Care and the William Applebaum Professor of Medicine and Professor of Global Health and Social Medicine at Harvard Medical School. He is a devoted primary care general internist at Beth Israel Deaconess Medical Center(BIDMC) where he cares for more than 250 patients, many of whom he has known for more than 20 years. Within the Center, he leads programs that are transforming education and care systems, and developing entirely new approaches to improving primary care and health.

In his prior work at BIDMC, which included serving as Chief of the Division of General Medicine and Primary Care, he led a task force to improve transitions in care, a working group to develop new sustainable practice models for primary care, and a task force to develop strategies for care management for high-risk patients.

A graduate of Massachusetts Institute of Technology and Stanford University School of Medicine, he has held leadership roles in the Society of General Internal Medicine, serving as Chairperson of the Research Committee in the past, and is past president of the Association of Chiefs and Leaders in General Internal Medicine. Currently, he is co-leading an effort among the primary care societies to bring together the primary care disciplines to work together on shared concerns.

With more than 200 publications, his research has spanned disparities in care, screening for infection in office practice, patient safety, end of life care, and interventions to improve care for patients with chronic disease. He has been recognized for his excellence in mentorship by the HMS Barger Award. He led the Harvard General Medicine Fellowship Program for nearly 15 years, and the Harvard Research Fellowship Program in Integrative Medical Therapies for 12 years. He held a Mid-Career Mentorship Award (K24) from the NIH to support his mentoring activities. He has mentored more than 50 trainees, most of whom have gone on to successful careers as investigators and leaders in general medicine.



Rebecca Etz, PhD.

Rebecca S. Etz is a cultural anthropologist with expertise in qualitative research methods and design, primary care transformation, and engaging stakeholders in research. As a member of the VCU Department of Family Medicine and Population Health, and previous co-director of the ACORN PBRN, Dr. Etz is the Principal Investigator of several grants, contracts and pilots all directed towards making the pursuit of health a humane experience. Recent research activities have included studies in behavioral health, care coordination, preventive care delivery, primary care measures, cancer screening, care team models, organizational change; community based participatory research, the study of exemplars, and adaptive use of health information technologies.



Robert Berenson, MD

Robert Berenson joined Urban as an Institute fellow in 2003. In this position he conducts research and provides policy analysis primarily on health care delivery issues, particularly related to Medicare payment policy, pricing power in commercial insurance markets, and new forms of health delivery based on reinvigorated primary care practices. In 2012, Berenson completed a three-year term on the Medicare Payment Advisory Commission, the last two years as vice chair. From 1998 to 2000, he was in charge of Medicare payment policy and private health plan contracting in the Centers for Medicare and Medicaid Services. Previously, he served as an assistant director of the White House Domestic Policy Staff under President Carter.

Berenson is a board-certified internist who practiced for 20 years, the last 12 years in a Washington, DC, group practice. While practicing he helped organize and manage a successful preferred provider organization serving the Washington, DC, metropolitan area. He is coauthor of *The Managed Care Blues & How to Cure Them* with Walter Zelman, and *Medicare Payment Policy and the Shaping of U.S. Health Care*, with Rick Mayes. He publishes frequently in numerous publications, including the *New England Journal of Medicine*, *Health Affairs*, *New York Times*, and *New Republic*.

Berenson is a graduate of the Mount Sinai School of Medicine, a fellow of the American College of Physicians, and on the faculty at the George Washington University School of Public Health and the Fuqua School of Business at Duke University.



Glen Stream, MD, MBI, FAAFP

Glen Stream is a family physician practicing in La Quinta, California and past president of the American Academy of Family Physicians. He serves as the President and Board Chair of Family Medicine for America's Health. A Washington State native, Dr. Stream attended the University of Washington, Seattle, where he graduated with a bachelor's degree in microbiology. He earned his medical degree from the University of Washington School of Medicine in Seattle and completed his family medicine residency at the Swedish Hospital Family Medicine Residency program, also in Seattle. He also completed a Master of Biomedical Informatics degree at the Oregon Health and Science University. Dr. Stream worked for six years in a three-physician rural family medicine practice in Cashmere, Washington before joining the Rockwood Clinic, a large multi-specialty practice in Spokane in 1991. At Rockwood he served as board member, chief privacy officer, medical director of clinical information services and, most recently, as chief medical information officer in addition to patient care.



Laura Sessums, MD

Laura Sessums joined CMMI as the Director of the Division of Advanced Primary Care in 2013. At CMMI, she oversees the Comprehensive Primary Care initiative and the development of new models for care delivery and payment in primary care. Previously, she worked in academic medicine as a clinician-educator, mostly at Walter Reed Army Medical Center (as a civilian), where she served as the Chief of the General Medicine Section. Her professional activities have been in the areas of health care policy and advocacy, medical education, senior medical administrative leadership, and scholarship at the intersection of law and medicine. Her research has focused on primary care, particularly ethical and legal domains. She is a practicing general internist and a former lawyer.



Lars Peterson, MD, PhD

Lars Peterson, MD, PhD is a family physician and health services researcher and current Research Director of the American Board of Family Medicine (ABFM) and an Associate Professor in the Department of Family and Community Medicine at the University of Kentucky. He received his medical and graduate degrees from Case Western Reserve University. His research interests include investigating associations between area level measures of health care and socioeconomics with both health and access to health care, rural health, primary care, and comprehensiveness of primary care. He has authored over 50 peer reviewed publications and made over 60 conference presentations. He is leading team research efforts at the ABFM to understand what family physicians do in practice and how the quality of care they provide can be improved. In particular, elucidating the ways in which Maintenance of Certification activities may be associated with quality of care.



Robert Hall, JD/MPAff

Bob Hall is currently the Associate Director of the Washington, DC office of the American Academy of Pediatrics. His work is focused on federal advocacy related to children's health, specifically in the areas of access to care; health

care financing; Medicaid/CHIP; quality and system reform; and pediatric practice. During his work with the Academy, he has chaired the Children's Health Group, a loose information-sharing coalition focusing on child health access issues. Mr. Hall serves as the Academy's staff lead on health reform efforts and has presented across the country on health reform's likely impact on children.

Previously, Mr. Hall served as Legislative Counsel to Senator Mark Dayton (D-MN). As chief legal advisor for the senior senator from Minnesota, Mr. Hall managed the health care, labor, education, immigration, judiciary, pensions, and social security policy portfolios and staffed the Senator on the Homeland Security and Government Affairs Committee. He also managed Senator Dayton's signature campaign issue, advocating for prescription drugs coverage under Medicare.

Before his work in the U.S. Senate, Mr. Hall was an associate in the health care practice group at Winston & Strawn. Mr. Hall holds a Juris Doctorate from the University of Texas School of Law in Austin, Texas and a Masters in Public Affairs from the Lyndon B. Johnson School of Public Affairs, where he was managing editor of the LBJ Journal of Public Affairs. He earned a Bachelor of Arts in political science from Haverford College.



Shale Wong, MD, MSPH

Shale Wong is a pediatrician and professor of pediatrics at University of Colorado School of Medicine, teaching child health, advocacy, and health care reform with focused interests in primary care and achieving health equity. She is director of child health policy and education for the Eugene S. Farley Jr. Health Policy Center. Wong served as health policy advisor to First Lady Michelle Obama for development and implementation of her signature child obesity initiative, Let's Move, and assisted in launching Joining Forces to improve wellness and resilience of military families. She was, additionally, a senior program consultant to the Robert Wood Johnson Foundation. A lifelong dancer, she is inspired to advance health through the arts.



Winston Liaw, MD, MPH

Winston Liaw joined the Robert Graham Center in 2016 and currently serves as the Medical Director. In this role, he oversees the visiting scholars and fellowship programs and conducts research on workforce, access, practice transformation, and the integration of public health and primary care. Prior to joining the Center, he was faculty at the Virginia Commonwealth University, Fairfax Family Medicine Residency Program. In that role, he taught residents and medical students, directed the residency's Global and Community Health Track, and served on the boards for his practice's accountable care organization and a community health center in northern Virginia. Dr. Liaw received a BA degree from Rice University, an MD from Baylor College of Medicine, an MPH from the Harvard School of Public Health, family medicine residency training from Virginia Commonwealth University, and health policy fellowship training from the Robert Graham Center.



Erin E. Sullivan, Ph.D.

Erin E. Sullivan is the Research and Curriculum Director at the Harvard Medical School Center for Primary Care. In this role, Erin leads the Center's research program, where her team studies high-functioning domestic and international primary care systems. She also holds a faculty appointment in the Department of Global Health and Social Medicine and co-directs the Physician as Leader course for fourth year medical students.

Prior to joining the Center, Erin worked at the Global Health Delivery Project at Harvard University, where she initially focused on developing a Master's level global health curriculum before moving on to direct a series of mixed methods health systems studies focused on HIV, TB and malaria programs in resource-limited settings. While at the Global Health Delivery Project, Erin also co-directed the management seminar within the Global Health Effectiveness Program at Harvard's School of Public Health and served as a Faculty Member for Global Entrepreneurship Lab GHD, MIT Sloan's flagship international project-based class.

Erin holds a Bachelor of Arts in Art History from Wellesley College and a Ph.D. in Business Studies from Trinity College, Dublin.



ARTHUR KAUFMAN, MD

Dr. Kaufman received his medical degree from the State University of New York, Brooklyn in 1969 and is Board Certified in Internal Medicine and Family Practice. He served in the U.S. Indian Health Service, caring for Sioux Indians in South Dakota and Pueblo and Navajo Indians in New Mexico, before joining the Department of Family and Community Medicine at the University of New Mexico in 1974, where he has remained throughout his career, providing leadership in teaching, research and clinical service. He was promoted to full Professor in 1984 and Department Chair in 1993. In 2007, he was appointed as the first Vice Chancellor for Community Health, and was promoted to Distinguished Professor in 2011.

Dr. Kaufman helped initiate the Primary Care Curriculum in New Mexico which became an international model for change by innovative track in traditional medical schools. He began to integrate Public Health and Family Medicine as Director of the Rockefeller funded Health of the Public Program in New Mexico. He is Director of New Mexico's World Health Organization Collaborating Center for Innovative Health Workers Education Service and Research Models.

Dr. Kaufman has been the recipient of many awards during his career. He has received national teaching awards from the Association of American Medical Colleges (Primary Care Award) and from Society of Teachers of Family

Medicine (Achievement Award). He received the "Humanism in Medicine Award (AAMC)" in 2001 and the "5 Star Doctor Award" from WONCA in 2008. He has over 70 publications and has written 4 books. His publications concern healthcare for uninsured and marginalized populations and problem-based and community-oriented teaching innovations.



Benjamin F. Miller, Psy.D.

Dr. Miller is an Assistant Professor in the Department of Family Medicine at the University of Colorado Denver School of Medicine where he is the Director of Eugene S. Farley, Jr. Health Policy Center. The Farley Center was created in 2014. Under Dr. Miller's leadership, the Farley Center has worked on four main areas: behavioral health and primary care integration, payment reform, workforce, and prevention.

Dr. Miller is a principal investigator on several federal grants, foundation grants, and state contracts related to comprehensive primary care and mental health, behavioral health, and substance use integration.

He received his doctorate degree in clinical psychology from Spalding University in Louisville, Kentucky. He completed his predoctoral internship at the University of Colorado Health Sciences Center, where he trained in primary care psychology. In addition, Miller worked as a postdoctoral fellow in primary care psychology at the University of Massachusetts Medical School in the Department of Family Medicine and Community Health.

Dr. Miller has written and published extensively on enhancing the evidentiary support for integrated primary care models, increasing the training and education of behavioral health providers in primary care, and the need to address specific health policy and payment barriers for successful integration.



Marc A. Nivet, Ed.D, MBA

Marc A. Nivet is the Chief Diversity Officer for the Association of American Medical Colleges, where he provides strategic vision and programmatic leadership on issues surrounding community engagement, diversity, and health equity at universities, medical schools and teaching hospitals across the United States and Canada. Dr. Nivet has spent over 20 years in academic medicine developing creative program initiatives and innovative approaches to the mission of excellence in research, education and patient care.

Prior to joining the AAMC, Dr. Nivet served as the COO and Treasurer for the Josiah Macy, Jr. Foundation, which fosters innovation in health professional education that aligns workforce training with the dynamic needs of patients. He also served as a special assistant to the Senior Vice President for Health at New York University, and held management positions with the Sallie Mae Fund, and the Associated Medical Schools of New York. He began his career in medical education in student affairs at the New York College of Osteopathic Medicine. Dr. Nivet earned his Doctorate in Higher Education Management from the University Of Pennsylvania and his Masters of Business

Administration degree with a focus on health care management from George Washington University's School of Business.

Dr. Nivet is a fellow of the New York Academy of Medicine, and a former president of the National Association of Medical Minority Educators. He currently serves the academic medicine communities on a variety of boards and commissions, including the NIH National Advisory General Medical Sciences Council (NIGMS), HRSA Bureau of Health Professions National Advisory Council on Nurse Education and Practice, the CDC Medical College Roundtable and is an advisor to the ETS Policy Evaluation and Research Council. He is a trustee of both the Arnold P. Gold Foundation and the Massachusetts General Hospital (MGH) Institute of the Health Professions.



Susan Jackson, DrPH, MPH, CHES

Susan Jackson is a dedicated public health professional and health educator, trained in motivational interviewing and passionate about women's health, health disparities and health program design and implementation. As a Social Science Research Analyst at the Center for Medicare and Medicaid Innovations, Susan collaborated on the design and implementation of the Strong Start for Mothers and Newborn initiative and the Accountable health communities Model. Primary drivers for both of these programs were advocating and supporting collaborations between clinical and social service communities to facilitate improved patient outcomes and holistic health care addressing psychosocial needs. Prior to joining CMMI, Susan worked on Let's Move Cities and Towns and the National Vaccine Strategy in the Dallas Regional Office; in addition to completing, her doctoral research related to community –based health programs' organizational capacity and program outcomes.



Alex Krist, MD, MPH

Alex Krist is an Associate Professor of Family Medicine at Virginia Commonwealth University (VCU) in Richmond Virginia and a practicing family physician at the Fairfax Family Practice residency. Dr. Krist is a co-director of the Virginia Ambulatory Care Outcomes Research Network (ACORN), a collection of over 100 primary care practices, throughout Virginia representing the full spectrum of primary structures and cultures. Dr. Krist is a member of the U.S Preventive Services Task Force and the director of community engaged research for VCU's Center for Clinical and Translational Research. His personal research interests focus on implementation of preventive recommendations, patient centered care, shared decision-making, cancer screening, health information technology, and practice transformation.

Stephen Cha, MD, MHS

Dr. Stephen Cha is the director for the State Innovations Group at the Center for Medicare and Medicaid Innovation. The State Innovations Group includes the State Innovations Model and the state all-payer models. These models support the transformation of the preponderance of care in partner states, which represent over two-thirds of the nation's population.

Most recently, he was the chief medical officer for the Center on Medicaid and CHIP Services and collaborated closely with states on major Medicaid delivery and payment reforms. Previously, he served as senior professional staff for the Committee on Energy and Commerce under Chairman Henry A. Waxman and was responsible for a broad set of health issues including quality, delivery system reform, workforce, comparative effectiveness research, drug and device regulation, and public health. During his tenure with Mr. Waxman, Stephen oversaw the drafting of multiple pieces of legislation, including sections of the Affordable Care Act, the American Recovery and Reinvestment Act, and the Food and Drug Administration Amendments Act of 2007.

Stephen was a Robert Wood Johnson Clinical Scholar at the Yale University School of Medicine and earned a master's degree in health sciences research there. During this time, he authored papers on quality of care and the impact of regulatory policies on health care delivery. He earned his medical degree from Brown University and completed his internal medicine residency at the Montefiore Medical Center in New York City, where he also served as chief resident. Stephen is board certified in internal medicine and is a practicing primary care clinician.



Mary Beth Bigley, DrPH, MSN, APRN, FAAN

Dr. Mary Beth Bigley is currently the Director for the Division of Nursing and Public Health in the Bureau of Health Workforce at Health Services and Resources Administration (HRSA). In her role, she provides leadership on policies and program initiatives to advance education and practice, and the supply, skills and distribution of personnel needed to improve the public's health. This includes increasing the diversity of the workforce to improve access to health care in underserved areas. She also chairs the National Advisory Council on Nurse Education and Practice. Dr. Bigley received a doctorate in Health System and Policy at The George Washington University School of Public Health and Health Systems. Prior to joining the federal service in 2008, Dr. Bigley was the Director of Nursing Programs at The George Washington University, Department of Nursing, where she currently holds a faculty appointment.



Frederick Chen, MD, MPH

Dr. Chen is chief of family medicine at Harborview Medical Center and professor in the Department of Family Medicine at the University of Washington School of Medicine, where he teaches health policy, conducts research and

sees patients. He attended medical school at the University of California, San Francisco and completed his residency in family medicine at the University of Washington.



Lisa LeRoy, PhD.

For more than 25 years, Lisa LeRoy has focused her attention on a wide spectrum of public health issues with the ultimate goal of improving health for vulnerable populations, and working to advance person-driven health care services. As a principal associate for U.S. Health, LeRoy conducts both qualitative and quantitative research on primary care, multiple chronic conditions, self-management support, quality improvement, and learning collaborative and networks, and evidence diffusion. She is the research director of an Agency for Healthcare Research and Quality (AHRQ)-funded study to develop models of primary care teams that will help guide future U.S. health care workforce policy. In addition, she leads the Patient-Centered Outcomes Research Institute's (PCORI) Asthma Evidence-to-Action Network of 16 project teams, all of which include patient partners. LeRoy, as director of Abt's Qualitative Research Methods Center for 10 years, has provided company-wide thought leadership on design, data collection, and analysis of qualitative research. She leads staff training and internal consulting on qualitative methods to Abt researchers. She has served as co-chair for Abt Associates Journal Author Support Group since 2014. LeRoy holds a Ph.D. from Brandeis University's Heller Graduate School for Social Policy and Management and a Master's in Business Administration from Boston University.



Perry Dickinson, MD

Perry Dickinson is a Professor in the University of Colorado Department of Family Medicine and Past President of the Society of Teachers of Family Medicine, the North American Primary Care Research Group, the Board of Directors of the Annals of Family Medicine, and the Council of Academic Family Medicine. He serves as Director of the Colorado Health Extension System. Dr. Dickinson has led multiple studies investigating the process of practice transformation, particularly focusing on the implementation of the Chronic Care Model, the Patient Centered Medical Home (PCMH) model, self-management support, and integrated behavioral health services in primary care practices. He has worked with multiple primary care residency programs and practices on implementing the PCMH in their practices and curricula, including leading the Colorado Residency PCMH project over the past seven years. He is the lead for the practice transformation portions of the Colorado State Innovation Model, Transforming Clinical Practice Initiative, and EvidenceNOW Southwest projects.



Jonathan Cohn, Senior National Correspondent

Jonathan Cohn, senior national correspondent at the Huffington Post, has been writing about social welfare issues with a focus on health care for more than 15 years. He is author of the 2007 book, *Sick: The Untold Story of America's Health Care Crisis -- and the People Who Pay the Price*. Jonathan has been recognized in the pages of the Washington Post as "one of the nation's leading experts on health care policy" and in The New York Times as "one of the best health care writers out there." His journalism has won awards from the Sidney Hillman Foundation, World Hunger Year, and the Association of Health Care Journalists. He has also been a finalist for the Robert F. Kennedy Journalism Award, the New York Public Library's Helen Bernstein Book Award, and the Livingston Award for Young Journalists.



J. Nwando Olayiwola, MD, MPH, FAAFP

Dr. Nwando Olayiwola is a family physician, the Director of the Center for Excellence in Primary Care and Associate Professor in the Department of Family and Community Medicine at University of California, San Francisco. Recruited for this position given her expertise, her role is to support the Center in achieving strategic objectives around primary care transformation and systems redesign regionally, nationally and internationally. Prior to this, Dr. Olayiwola served as the Chief Medical Officer of the largest Federally Qualified Health Center system in Connecticut, Community Health Center, Inc. (CHCI), where she developed expertise in medical administration, translational and implementation research, professional development, systems based and quality improvement and practice transformation of twelve primary care practices into Patient-Centered Medical Homes.

She has contributed to primary care transformation and health systems strengthening across the United States and in Singapore, Ireland, United Arab Emirates, and Australia and for the European Forum for Primary Care. Since 2007, Dr. Olayiwola has been named one of America's Top Family Doctors by the Consumers Research Council of America annually. She received the Excellence in Medicine Leadership Award from the American Medical Association in March 2005 and was honored as a Fellow of the American Academy of Family Physicians in October 2007. In October 2008, she received the Emerging Leaders Award from the Family Medicine Education Consortium and the Society for Teachers of Family Medicine and in September 2009, she received the *William Oxley Thompson Award for Early Career Achievement* from the Ohio State University Alumni Association. In 2011, Dr. Olayiwola was named one of the *Top 40 Physicians Under 40* by the National Medical Association and was also named as one of the *Top 100 Buckeyes You Should Know* by the Ohio State University Alumni Association. In 2012, she received the Early Career Achievement Award from the Ohio State University College of Medicine. Dr. Olayiwola was selected as one of thirty UCSF Young Innovators for their 150th Anniversary in 2014. She was named a *Marshall Memorial Fellow* by the German Marshall Fund in 2014 and received the *Harvard School of Public Health's Emerging Public Health Professional Award* in October 2014.

Dr. Olayiwola was a Commonwealth Fund/Harvard University Fellow in Minority Health Policy at Harvard Medical School from 2004 to 2005. During this fellowship and leadership training, she received her master's degree in public

health with a concentration in health policy from the Harvard School of Public Health, and was also a Presidential Scholar. She obtained her undergraduate degree in Human Nutrition/Pre-Medicine at the Ohio State University, Summa Cum Laude and With Distinction, and her medical degree from the Ohio State University/Cleveland Clinic Foundation. She completed her residency training in family medicine at Columbia University/New York Presbyterian Hospital, where she was a Chief Resident. In 2013, she was inducted into the American College of Physician Executives after completing the Certified Physician Executive program in 2012.



Scott Shipman, MD, MPH

Scott Shipman serves as the director of primary care initiatives and workforce analysis at the AAMC. Dr. Shipman coordinates primary care oriented activities taking place across the AAMC, and works with a wide range of primary care leaders to enhance promote dissemination of effective innovations in teaching and delivery of primary care. A general pediatrician and health services researcher by training, Dr. Shipman has studied the healthcare workforce extensively. He guides AAMC activities promoting the role of primary care in emerging high-value ambulatory care models, with a focus on improving care at the interface of primary care and specialty care.

Dr. Shipman graduated from the University of Nebraska College of Medicine, completed his residency and chief residency at Dartmouth Hitchcock Medical Center, and subsequently completed a Robert Wood Johnson Clinical Scholars fellowship at Johns Hopkins. He received his M.P.H. from Johns Hopkins. Dr. Shipman has served a number of statewide and national committees focused on healthcare workforce policy. He co-founded a Physician Assistant training program in New Hampshire, and was a Commissioner for the Accreditation Review Commission for Physician Assistants. Dr. Shipman maintains a faculty position at Geisel School of Medicine and Dartmouth Hitchcock Medical Center, where he serves on the primary care leadership team and consults on new delivery models in support of high value care.



Andrew Morris-Singer, MD

Dr. Morris-Singer, board certified in internal medicine, is President and Founder of Primary Care Progress (PCP), a clinician, a medical educator and primary care advocate. He founded PCP in 2010 and it has quickly developed into an inter-professional, trainee-led, grassroots movement to reform primary care delivery and training. The organization has provided advocacy training and coaching to leaders of 53 chapters across the country, all based at health professions training schools, and has campaigned widely for greater awareness of the value of primary care.

A former community organizer and trainer with more than 15 years of advocacy experience, Dr. Morris-Singer writes and speaks regularly on the topics of the value of primary care, the use of community organizing strategies to advance innovations in care delivery and training and the critical role of trainees in the revitalization of primary care. He is a frequent blogger, has been featured in mainstream media outlets including NPR, CNN and The New York Times, and speaks regularly at academic medical institutions and professional conferences across the country.

Dr. Morris-Singer is a Lecturer in Global Health & Social Medicine at Harvard Medical School, an Assistant Professor in the Department of Family Medicine at Oregon Health & Science University and an Adjunct Professor in the Department of Family & Preventive Medicine at the University of Utah. He earned his medical degree at Harvard Medical School and completed his residency at Brigham and Women's Hospital in Boston, Massachusetts.



Christopher F. Koller

Christopher F. Koller is President of the Milbank Memorial Fund and Publisher of the Milbank Quarterly. Before joining the Fund, he served the state of Rhode Island as the country's first health insurance commissioner, an appointment he held from March of 2005 through June of 2013. Prior to that, he was CEO of Neighborhood Health Plan of Rhode Island. He is a member of the IOM Health Care Services Board and serves in numerous national and state health policy advisory capacities. Mr. Koller is also adjunct professor of community health in the School of Public Health at Brown University.



Kathleen Klink, MD, FAAFP

Kathleen Klink is the Director of Medical and Dental Education for the US Department of Veterans Affairs, Office of Academic Affiliations. Prior to joining the VA, she was the Robert Graham Center's Medical Director, participating in research, collaborative management and dissemination functions of the Center and focusing on primary care workforce, quality and access. Prior to the Robert Graham Center, Kathleen was the Director of the Division of Medicine and Dentistry in the Bureau of Health Professions, U.S. Department of Health and Human Services, Health Resources and Services Administration. She is also the former Director of the Center for Family and Community Medicine at Columbia University and Chief of Service for Family Medicine at New York-Presbyterian Hospital and served as a Robert Wood Johnson Health Policy Fellow in the office of Senator Hillary Rodham Clinton in 2008 where she played a vital role in the U.S. Public Health Service Act, Title VII reauthorization bill, "Health Professions and Primary Care Reinvestment Act." She received her MD degree from the University of Miami, School of Medicine.



Jason Marker, MD, MPA, FAAFP

Jason E. Marker is a full-time family physician who owns his own solo, rural, private practice in northern Indiana. He is also a husband, father of three daughters and “gentleman-farmer” in the agrarian, entrepreneurial, well-rounded sort of way that makes him a big picture thinker about his specialty, community and role in the world. Teacher, mentor, historian and philanthropist round out his commonest titles.

Dr. Marker's day-to-day practice of medicine have been the leaping-off point for his role as FMAHealth Practice Transformation Core Team Leader, Immediate Past President of the AAFP Foundation, and CMO of his local Critical Access Hospital. He has also served as President of his Indiana Academy of Family Physicians and is a past AAFP New Physician Board Member. These positions and a host of others have taught him much about the place of family medicine in American society – a place he feels optimistic will become more critical than ever in the coming decades.



Candice Chen, MD, MPH

Dr. Candice Chen is the Director of the Division of Medicine and Dentistry in the Bureau of Health Workforce at the Health Resources and Services Administration. The Division of Medicine and Dentistry funds programs to enhance training in primary care, oral health, and geriatrics; and provides support for graduate medical education in children's hospitals and teaching health centers. Prior to joining HRSA, Dr. Chen was an Assistant Research Professor in the Department of Health Policy in the School of Public Health and Health Services at the George Washington University, where she studied the role of medical education in producing a health workforce matched to the needs of communities. She is a board certified pediatrician. She received her medical degree from Baylor College of Medicine and her Masters of Public Health from the George Washington University with a concentration in Community Oriented Primary Care. She continues to practice primary care pediatrics in an underserved community in Washington, D.C.



Diane Rittenhouse, MD, MPH

Diane Rittenhouse is an Associate Professor in the Department of Family and Community Medicine and the Philip R. Lee Institute for Health Policy Studies at the University of California, San Francisco.

Dr. Rittenhouse's principal research interest lies at the intersection of social policy and clinical quality, particularly with regard to the organization, delivery and financing of primary care. She has received a Generalist Physician Faculty Scholar award from the Robert Wood Johnson Foundation. Dr. Rittenhouse is co-investigator for the National Study of Physician Practices funded by the Robert Wood Johnson Foundation. She is Principal Investigator for the evaluation of federal efforts to restore, expand and improve primary care services in Greater New Orleans following Hurricane Katrina, and for a qualitative study of the implementation of new models of primary care in the safety-net. She has published in peer-reviewed journals, including the New England Journal of Medicine safety-net. She has published in peer-reviewed journals, including the New England Journal of Medicine and the Journal of the American Medical Association, on topics including innovations in primary care delivery and policies impacting the primary care

workforce and delivery system. In addition, Dr. Rittenhouse has been a leader in Health Systems/Health Policy curriculum development for the UCSF School of Medicine, and has received awards for her teaching and curriculum development work.

Dr. Rittenhouse received her MD from the University of California, Davis, and her Master's in Public Health with an emphasis in Health Policy and Management from the University of California, Berkeley. Prior to her medical training she worked for both the California Statewide Office of Health Planning and Development and for the Deputy Assistant Secretary for Health in Washington, D.C.



Fitzhugh Mullan, MD

Dr. Mullan is the Murdock Head Professor of Medicine and Health Policy at the George Washington University. His research and policy work focus on US and international health workforce issues including the Beyond Flexner Study, the Medical Education Futures Study, and the Sub-Saharan African Medical School Study.

He is a graduate of Harvard University and the University of Chicago Medical School and is board certified in pediatrics. He served 23 years in the United States Public Health Service, starting as a physician in the National Health Service Corps and later as director of the program. He subsequently, directed the Bureau of Health Professions, and attained the rank of Assistant Surgeon General. He has written widely for professional and general audiences. His books include *White Coat, Clenched Fist: The Political Education of an American Physician* and *Big Doctoring: Profiles in Primary Care*. He is an appointed commissioner of the National Health Care Workforce Commission, the Founding Board Chair of Seed Global Health, and a member of the National Academy of Medicine of the National Academy of Sciences.



Jennifer Carroll, MD, MPH

Dr. Carroll is a family physician and Associate Professor of Family Medicine at the University of Colorado. She recently relocated from Rochester, NY to Denver, CO and began as the director of the American Academy of Family Physicians National Research Network. Dr. Carroll's clinical work, research, and community service have focused on underserved populations in federally qualified health centers. She also has a strong interest in interventions to promote healthy lifestyles (such as physical activity, healthy diet, and healthy weight) in primary care and community settings. Dr. Carroll has a Doctorate of Medicine from the University of Connecticut School Medicine, as well as a Masters Public Health from the University of Rochester, where she also completed her residency. She has clinical certifications in Integrative and Holistic Medicine and Exercise Prescription and Programming.



Frederick Isasi, J.D., MPH

Frederick Isasi serves as the director of the Health Division at the National Governors Association Center for Best Practices (NGA Center), where he oversees all operations of the Division, including work related to: health care service delivery and payment reform, Medicaid reform and cost containment, state employee and retiree health benefits, maternal and child health, public health, prescription drug abuse prevention, and health insurance coverage issues such as insurance market reforms and health insurance exchange planning and operations.

Prior to working at the NGA Center, Frederick served as the Vice President of Health Policy at The Advisory Board Company, where he founded the health policy division and served as a strategic advisor to hospitals, health systems and provider organizations throughout the nation and internationally.

Prior to the Advisory Board, Frederick served for five years as the Senior Legislative Counsel for Healthcare to U.S. Senator Jeff Bingaman, working on both the Finance Committee and Health Education Labor and Pension (HELP) Committee. During his time in the Senate, Frederick authored numerous health care laws related to Medicare, Medicaid, the State Children's Health Insurance Program (SCHIP), Health Information Technology, health care work force, oral health care, public health, and the Food and Drug Administration. He also worked extensively on the Affordable Care Act including the development of new health insurance exchanges and insurance market reforms. Prior to his work in the Senate, Frederick was in private practice as a health policy attorney in Washington, D.C.

Frederick graduated with a JD from Duke University Law School in 2003, where he was staff editor for the Duke Journal of Gender Law and Policy and the Pamela B. Gann Scholar. He received his Master's in Public Health from the University of North Carolina at Chapel Hill in 1999, where he was inducted into the Delta Omega national public health honor society as well as the Frank Porter Graham graduate and professional honorary society. He received his Bachelor of Science from the University of Wisconsin-Madison in 1994 in cellular biology and Spanish where he was a Powers Knapp Scholar. Frederick also has published research on the adherence of HIV positive patients to anti-retroviral treatments.