

Endorsement and Maintenance (E&M) Cost and Efficiency Roster Fall 2024 and Spring 2025 Cycles

Draft for Public Comment

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Prepared by:

Battelle
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Introduction

The Endorsement and Maintenance (E&M) process is conducted biannually in the fall and spring to review and make endorsement decisions on submitted measures.

Measures undergoing endorsement review are organized into five projects: Primary Prevention; Initial Recognition and Management; Management of Acute Events, Chronic Disease, Surgery, and Behavioral Health; Advanced Illness and Post-Acute Care; and Cost and Efficiency.

Project committees are divided into Advisory Groups (35-40 people) and Recommendation Groups (20-25 people). Advisory Groups provide feedback and questions about the measures under review before the Recommendation Groups render final endorsement decisions.

Committee members are appointed to a 3-year term and will serve on both the Advisory and Recommendation Groups, respectively, throughout their tenure. The Advisory and Recommendation Group assignments in this roster apply to the Fall 2024 and Spring 2025 Cycles.

Please note, only individual members—and not organizational members—serve on E&M projects. Individual members represent their own perspective and experience.

Learn more about membership types and roster categories in the [E&M Guidebook](#).

E&M Cost and Efficiency Committee Roster Fall 2024 and Spring 2025 Cycles Members

**Jacqueline Alikhaani
Nishant Anand
Sopida Andronaco
Melody Beaty
Alice Bell
Henish Bhansali
Bijan Borah
Lauren Campbell
Amy Chin
Erin Crum
Sandeep Das
Anne Deutsch
Marisa Elliott
Lynn Ferguson
Maria Fernandez
Stephanie Fitzgerald
Carrie I. Freeman-Wright**

**Joan Gleason Scott
Beth Godsey
William Golden
Olga Gross-Balzano
Megan Guinn
Daniel Halevy
Michelle Hammer
Stephanie Hansen
Charles Hawley
Sharon Hibay
Kristal Higgins
Emma Hoo
Christina Hurst
Sunny Jhamnani
Robert Jones
Patricia Kellner
John Martin**

**Harold Miller
Seth Morrison
Jack Needleman
Jessica Peterson
Rosa Plasencia
Pamela Roberts
Susan Roberts
Shawn Ruder
Mary Schramke
Lynden Schuyler
Shalini Selvarajah
Trisha Jean Smith
Steven Spivack
Kim Tyree
Cindy Winfrey
Margaret Woeppel**

E&M Cost and Efficiency Committee Roster Fall 2024 and Spring 2025 Cycles

Name (Last, First)	Perspectives	Advisory or Recommendation Assignment ¹	Term Period ²	Location (City, State)	Biography
Alikhaani, Jacqueline	Patient, Caregiver, and Patient Advocate	Advisory	10/2024-9/2027	North Hills, California	Patient participant.
Anand, Nishant	Clinician	Advisory	10/2024-9/2027	Oakland, California	Nishant Anand joined Altais as president and CEO in May 2022. As CEO, Dr. Anand leads the organization in its mission to ignite an exceptional health care system that cultivates the health and well-being of physicians, patients, and the clinical community. Dr. Anand came to Altais from BayCare Health System in Florida, where he served as EVP and CMO beginning in 2018. In that role, Dr. Anand had full profit and loss accountability for the physician group and played a strong clinical leadership role for the 15-hospital system. Before BayCare Health System, Dr. Anand served as chief transformation officer and CMO for Population Health at AdventHealth, as well as CMO for the entire Banner Health Network. Over his career, he has led population health initiatives and accountable care organizations in multiple roles. Dr. Anand served on the National Quality Foundation MAP Committee and has served on the American Hospital Association Regional Policy Board. He has authored several peer-reviewed publications and has received numerous awards for clinical competency, his work with underserved populations, patient satisfaction, and innovation. Dr. Anand is a board-certified emergency medicine physician, who earned his medical degree from the Mayo Medical School in Rochester, Minnesota, and completed his residency training in emergency medicine at the Stanford/Kaiser Emergency Medicine Program. He has served on the faculty of the University of Central Florida College of Medicine, as well as University of Arizona College of Medicine. Dr. Anand also served as a team doctor for the San Francisco 49ers.

¹ Committee members will serve on both the Advisory and Recommendation Groups, respectively, throughout their tenure. The Advisory and Recommendation Group assignments in this roster apply to the Fall 2024 and Spring 2025 Cycles.

² Committee members seated in October 2023 received a random term period of 2- or 3- years. Committee members seated in October 2024 have a 3-year term period.

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Andronaco, Sopida	Clinician; Facility/Institution	Recommendation	10/2023-9/2026	Irvine, California	Ms. Sopida Andronaco is a hospital executive with more than 20 years of experience in quality management. She currently serves as director of performance improvement at Clinical Outcomes at premier orthopedic specialty hospital enterprise Hoag Orthopedic Institute (HOI) where her goal is to improve and sustain superior clinical outcomes while minimizing costs. In her role, Ms. Andronaco oversees performance improvement initiatives, patient satisfaction, patient outcomes, infection prevention, and quality reporting for Centers for Medicare & Medicaid Services. She also facilitates HOI's multidisciplinary Performance Improvement Committee to spearhead an innovative model for value-driven health care.
Beaty, Melody	Clinician	Advisory	10/2024-9/2027	Hickory, North Carolina	Melody B. Beaty is an accomplished health care professional with over 20 years of experience in acute, emergency, and home care settings. Her expertise extends to clinical practice, leadership, and operational management. Melody possesses a unique ability to interact effectively with diverse stakeholders, inspire teams, and drive positive outcomes within organizations. Melody's deep knowledge of nursing principles, theories, and practice standards contribute to her ability to synthesize and interrupt data, focusing on initiatives to enhance care quality, patient satisfaction, all while maintaining cost. Melody fosters successful partnerships with state health plans, executive suite members, physicians, and staff all while promoting diversity, equity, and inclusion in the delivery of health care. She has the keen ability to bring together patients, leadership, and other stakeholders to improve access to care.
Bell, Alice	Clinician; Other Interested Parties (Expert in Quality Improvement)	Recommendation	10/2023-9/2026	Alexandria, Virginia	Dr. Alice Bell is on staff at the American Physical Therapy Association as a senior specialist in health policy and payment. She received a Bachelor of Physical Therapy degree from Northeastern University in Boston, MA, and a Doctor of Physical Therapy degree from the University of Montana. Her professional activities include serving on the Centers for Medicare & Medicaid Services Technical Expert Panels, as the APTA staff representative to the Relative Value Scale Update Committee, as the APTA appointee to the NDHI Opioid Crisis Workgroup, on the National Quality Partnership Opioid Stewardship Action Team, on the National Quality Partnership Opioid Stewardship Steering Committee, as a member of the National Quality Partnership Leadership Consortium, as a APTA representative to the National Quality Forum Measure Applications Partnership, and as a APTA representative to the MACRA Wave 4 Low Back Pain Cost Measure workgroup. Dr. Bell is engaged in value-based and alternative payment model development and clinical innovations integrating digital health in the practice of physical therapy.

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Bhansali, Henish	Facility/Institution; Clinician	Advisory	10/2023-9/2026	Chicago, Illinois	Dr. Henish Bhansali serves as senior vice president and medical director for Medicare Advantage at Duly Health and Care as well as a primary care provider at a high-risk clinic. He is the product owner of Duly Health and Care's value-based care model for Medicare patients across the full continuum of care.
Borah, Bijan	Researcher; Facility/Institution	Advisory	10/2023-9/2026	Rochester, Minnesota	Dr. Bijan Borah is a professor of health services research at the Mayo Clinic College of Medicine and Science. He also serves as the endowed Scientific Director of the Clinical and Economic Evaluation Program at the Kern Center for the Science of Health Care Delivery and as the head of the Advanced Analytics Section at the Division of Health Care Delivery Research, Mayo Clinic. His broad area of expertise lies in comparative effectiveness research, with specific proficiencies in applied health economics, statistical and data science methods, and health policy. Dr. Borah has authored over 150 peer-reviewed publications, the majority of which evaluate costs in different health care interventions and their corresponding policy implications.
Campbell, Lauren	Other Interested Parties (Expert in Quality Improvement); Health Equity Expert; Researcher	Advisory	10/2023-9/2026	Greater Boston Area, Massachusetts	Dr. Lauren Campbell is a senior research scientist in the Health Care Evaluation Research Department at NORC at the University of Chicago. Dr. Campbell's work centers on creating claims-based spending, utilization, and quality measures in evaluations of Centers for Medicare & Medicaid Innovation Models. Dr. Campbell leads the delivery of analytic results, including development of technical reports, manuscripts, and research briefs, and presents findings to federal clients, stakeholders, and clinician panels. Prior to joining NORC, she led quality measure testing, validation, and public reporting tasks to support the Skilled Nursing Facility Quality Reporting Program. She also co-led and managed quantitative tasks for clinical review, reclassification, and recalibration of CMS Hierarchical Condition Category (HCC) risk-adjustment models used in Medicare Advantage.
Chin, Amy	Researcher; Facility/Institution	Recommendation	10/2023-9/2026	Brooklyn, New York	Ms. Amy Chin is assistant vice president in the Value Management Office at HSS and director of the HSS Center for the Advancement of Value in Musculoskeletal Care. Her work focuses on issues affecting health care providers that span policy, finance, economics, and quality. In this role, she evaluates pay-for-performance programs and public measurement systems affecting hospitals. Having started her career in health services research, Ms. Chin brings expertise in developing measures, risk adjustment, and statistical models using administrative data. She holds a Master of Biostatistics degree from the University of Illinois at Chicago – School of Public Health and is pursuing a Doctorate in Public Health degree at Johns Hopkins Bloomberg School of Public Health.

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Crum, Erin	Other Interested Parties (Value-Based Care Models)	Advisory	10/2024-9/2027	Boise, Idaho	As the director of quality portfolio strategy at McKesson, Erin creates alignment and a shared vision across McKesson business sectors to support advancements in value-based care models, transformational quality programs, and oncology payment arrangements. She oversees McKesson's quality measurement strategy in addition to technology development priorities that are meaningful and impactful to optimizing patient care for community-based oncology practices. In partnership with the US Oncology Network, Erin spearheaded the development of McKesson's Practice Insights Qualified Clinical Data Registry (QCDR) and custom oncology-specific quality measures. Erin has 20 years of experience in health care strategy, program/product management, and consulting. She received her master's in public health from the University of New South Wales in Sydney, Australia, and her BA in human biology from Stanford University.
Das, Sandeep	Health Equity Expert; Clinician; Facility/Institution; Researcher	Recommendation	10/2023-9/2026	Dallas, Texas	Dr. Sandeep R. Das is a professor of medicine at UT Southwestern Medical Center in Dallas and cardiology service chief at Parkland Health. Dr. Das currently balances his time between patient care, research, and teaching. His primary research interest is improving cardiovascular outcomes, quality of care, and implementation among the urban poor. Dr. Das is an associate editor for Circulation, a leading cardiology journal, and represents the American College of Cardiology on the American Diabetes Association Standards of Care. He currently serves as president of the Board for the Dallas Division of the American Heart Association and is a prior winner of the American Heart Association Distinguished Contribution Award.

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Deutsch, Anne	Researcher	Advisory	10/2024-9/2027	Naperville, Illinois	Anne Deutsch is a senior research public health analyst at RTI International. She also has appointments as a research scientist at the Shirley Ryan AbilityLab and as a research associate professor in the Department of Physical Medicine and Rehabilitation in Northwestern University's Feinberg School of Medicine. She is a certified rehabilitation registered nurse and worked as a registered nurse in the US and Canada. Since earning a doctoral degree in epidemiology and community health, Anne's research has focused on measurement of quality of care and Medicare payment models. This work includes the development and implementation of standardized data elements in post-acute care (inpatient rehabilitation facilities, long-term care hospitals, and skilled nursing facilities), as well as the development and initial implementation of the inpatient rehabilitation facility quality reporting program and post-acute care functional status quality measures. Anne's current research focuses on alternative payment models quality measurement, value-based purchasing, advancing equity, home and community-based services quality measurement, and rehabilitation care of persons with spinal cord injury. Anne has served on many expert panels, including the panels sponsored by the National Academy of Medicine, the Centers for Medicare & Medicaid Services, the National Quality Forum, the Medicare Payment Advisory Commission, the Administration for Community Living, and the World Health Organization.
Elliott, Marisa	Facility/Institution; Health Equity Expert	Recommendation	10/2023-9/2025	Detroit, Michigan	Ms. Marisa Elliott has worked in health care for over 20 years. She has primarily been responsible for revenue cycle and clinical documentation improvement. Most recently, she has returned to her clinical roots and led her care management team regionally and at a market level.
Ferguson, Lynn	Patient, Caregiver, and Patient Advocate	Advisory	10/2023-9/2026	Nashville, Tennessee	Ms. Lynn Ferguson is a Nashville native with a husband, two adult sons and a daughter-in-law, and five college-age grandchildren. She is a long-time member and past chair of Vanderbilt University Medical Center's Patient and Family Advisory Council. In this capacity, she has served on several Vanderbilt committees – Patient Experience, Patient Education, PFAC Steering committee, and 4 M's, which made Vanderbilt qualify to be designated an age-friendly facility. She has worked on several quality initiatives with Vanderbilt nursing, particularly regarding falls, and was a member of the Nursing Performance Improvement Committee. She has represented Vanderbilt at four International Patient and Family-Centered Care Conferences.

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Fernandez, Maria	Health Equity Expert	Advisory	10/2024-9/2027	Johns Creek, Georgia	<p>Maria Fernandez leads the Office of Patient Experience at Emory Johns Creek Hospital in Atlanta, GA. In her role, she oversees resolution of complaints and grievances, interpreter services, the patient family advisory program, survey management and reporting, improvement plans, and training. With a certification in DEI, she uses disaggregated data to analyze service performance and experience to drive performance across the patient population. Previous roles include an early career in health IT, clinical and quality/patient safety communications in pediatrics, and the Georgia Department of Public Health working in population health initiatives in maternal/child health. She served on the Board of Directors for Healthy Mothers, Healthy Babies of Georgia, served on the steering committee for the development of The Beryl Institute's Human Experience 2030: A Vision for the Future of Healthcare, and serves on The Beryl Institute Patient Experience Policy & Measurement Forum. Her experience in health equity, limited English populations, population health, pediatrics, and adult health care and data analytics can serve the working groups well in looking across a broad spectrum of aspects impacting patient experience.</p>
Fitzgerald, Stephanie	Clinician	Advisory	10/2024-9/2027	New Castle, Kentucky	<p>Stephanie is a manager with Blue, providing services to our post-acute-care providers, specifically skilled nursing facilities and swing bed clients. She is a registered nurse with compact license and has over 20 years of experience in the health care industry. She is an experienced nurse consultant with extensive knowledge of the RAI process, including the Minimum Data Set, quality measures and reporting, Care Plans, Patient Driven Payment Model (PDP), and Medicare Part A and case mix documentation requirements. Her expertise of Medicare regulations and Medicare compliance guidelines allows her to educate others on new rules and regulations. Stephanie provides education on coding, professional services billing, yearly updates, and changes in requirements. Stephanie conducts coding reviews where she audits the clinical documentation to ensure appropriate selection of diagnostic codes. Stephanie is a member of the American Association of Nurse Assessment Coordinators (AANAC), is on the Editorial Board, and has her Advanced Medicare Specialist Certification. She is a member of the American Academy of Professional Coders (AAPC).</p>
Freeman-Wright, Carrie I.	Patient, Caregiver, and Patient Advocate	Advisory	10/2024-9/2027	Brown Mills, New Jersey	Patient participant.

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Gleason Scott, Joan	Other Interested Parties (Expert in Quality Improvement); Clinician	Recommendation	10/2023-9/2025	Princeton, New Jersey	Dr. Gleason Scott received her Bachelor of Nursing degree from Fairleigh Dickenson University, her master's degree from NYU, and her PhD from the University of Pennsylvania. Her professional career in the field of clinical effectiveness has included the development of infrastructures to analyze patient experience, cost, and clinical outcomes to evaluate care in the current pay-for-performance (value-based) requirements across ambulatory and inpatient settings. Dr. Gleason Scott's work has also focused on population health and the social determinants of health. She has led several multihospital and ambulatory setting grants that demonstrated significant improvements in patient outcomes to eliminate disparity across several patient populations, including those with heart failure, diabetes, and children ages 0 to 3.
Godsey, Beth	Other Interested Parties (Health Care Analytics)	Recommendation	10/2023-9/2025	Irving, Texas	Ms. Beth Godsey holds over 20 years of experience leveraging data & analytics to support providers in their performance improvement journey, finding that transparent and actionable measurement truly enables changes. Through collaboration with some of the most brilliant methodologist and health care professionals in the country, Ms. Godsey has worked with teams that developed robust and meaningful measurement, including Quality & Accountability Ranking, risk adjustment, and equity and social needs measurement trusted by the leading health systems across the country. Ms. Godsey currently leads a team of analytics professionals that oversees analytical modeling, metric development, and a hospital ranking/scoring methodology for Vizient's members. Additionally, Ms. Godsey supports member scenario and impact analysis regarding changes to the national landscape in CMS Pay for Performance methods and publicly reported measures.

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Golden, William	Purchaser/Plan; Clinician; Rural Health Expert; Health Equity Expert	Recommendation	10/2023-9/2025	Little Rock, Arkansas	Dr. William E. Golden is professor of medicine and public health at the University of Arkansas for Medical Sciences. He is currently the medical director, Arkansas Office of Health Information Technology, and medical director of Arkansas Medicaid. He was the lead clinician for the Arkansas Medicaid Payment Improvement Initiative, which received a payment reform implementation grant from CMMI. In this role, he shaped the design and implementation of over a dozen clinical episodes of care and a statewide Patient Centered Medical Home program. Dr. Golden served on the Board of Directors of the National Quality Forum from 2001-2004 and was president of the American Health Quality Association from 1997-2000. He was a methodologist member of the AMA Physician Consortium for Performance Measurement for over a decade. A past member of the HCP-LAN Guiding Committee, he co-chaired the workgroup that released a white paper for alternative payment mechanisms for primary care that foretold the CMS model of Primary Care First.
Gross-Balzano, Olga	Facility/Institution	Advisory	10/2024-9/2027	Scarborough, Maine	Olga Gross-Balzano has 23 years of health care experience including clinical, finance, quality improvement and leadership positions, including home care, skilled nursing, long-term care, hospital, and inpatient and outpatient rehabilitation facilities. Her experience combines perspectives of national health care operations, health care finance, and regulation. She is passionate about quality in health care, and as a project management professional, focuses on data-driven decision-making and building effective, efficient, and sustainable solutions. She consults senior living organizations on quality and compliance with regulations and has a deep understanding of current CMS systems for measuring quality.
Guinn, Megan	Facility/Institution; Clinician; Other Interested Parties (Expert in Quality Improvement)	Recommendation	10/2023-9/2026	St. Louis, Missouri	Ms. Megan Guinn is the director of clinical improvement for BJC Healthcare ACO and BJC Medical Group. Ms. Guinn has 18 years of clinical nursing experience in various health care settings including inpatient, outpatient, health plan, clinical operations, and value-based care. She is an experienced health care administrator with a demonstrated history of executing value-based care performance strategies, including Medicare Shared Savings Program ACO clinical operations, quality measurement and improvement initiatives, and achievement of strategic directives.

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Halevy, Daniel	Purchaser/Plan; Clinician	Recommendation	10/2023-9/2025	New York, New York	Dr. Daniel Halevy is vice president and senior medical director at Healthfirst, New York's largest not-for-profit health insurer serving the region's most vulnerable populations. He supports efforts to ensure that Healthfirst members receive high-quality affordable care, through oversight of programs to limit fraud, waste, and abuse. Prior to joining Healthfirst, Dr. Halevy was the medical operations lead for Aetna Medicare's risk-adjustment programs, provider coding and documentation training, population health reporting, and behavioral economics-driven multichannel educational campaigns. He led the Medical Policy Department at Horizon Blue Cross Blue Shield of NJ, where he was responsible for the oversight of Horizon's evidence development programs. He also served as an executive director at NYC REACH, a multimillion-dollar federally funded program charged with promoting electronic health record adoption and as a medical director at ActiveHealth Management, a pioneer in computerized clinical decision support acquired by Aetna.
Hammer, Michelle	Purchaser/Plan	Advisory	10/2023-9/2026	Clearwater, Florida	Ms. Michelle Hammer's career over the last 30 years in health care has spanned finance and data analytics for both payers and hospital systems. Over the last 9 years, her focus has been on developing and improving data and reporting to evaluate providers on both cost and quality with the goal of ensuring members receive the highest-quality care while being mindful of health care costs. In her role at Elevance Health, she works with large health systems to inform provider performance and drive opportunities to deliver high-value care.

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Hansen, Stephanie	Clinician	Advisory	10/2024-9/2027	Yakima, Washington	<p>Dr. Stephanie Hansen is an experienced internal physician leader currently doing outpatient medicine at an FQHC. She started her career as a solo hospitalist before joining a national hospitalist company as a regional medical director working collaboratively with various health systems for physician teams to deliver high-quality care. Dr. Hansen then transitioned to becoming a physician advisor to a large metropolitan hospital as the physician expert for clinical documentation and CMS rules and regulations advocating on behalf of the clinicians and hospital to payors and CMS for the care they were providing. In the last year of being a physician advisor, she became the national CMO for onsite physician advisory. During the pandemic, Dr. Hansen transitioned to becoming a primary care physician and regional clinic medical director at a rural FQHC. She also became the CMO for the FQHC's ACO they are a member of. Dr. Hansen is transitioning the leadership aspect of her career to pursue her passion for working on system change in health care. She is part of the American Osteopathic Association's Health Policy Fellowship and participates in PQM committees and achieve this by being a physician voice and knowing what health care looks like in practice as those voices need to be heard and included.</p>
Hawley, Charles	Other Interested Parties (Health Informatics)	Advisory	10/2024-9/2027	--	<p>Charles William Hawley is the director of projects at the National Association of Health Data Organizations (NAHDO), a national nonprofit membership and educational association dedicated to improving health care data collection and use. In this role, he manages partnerships with state and federal agencies using statewide hospital discharge databases and all-payer claims databases (APCD). He also oversees the maintenance of the APCD Common Data Layout (APCD-CDL) and the Non-Claim Payments Data Layout (NCP Data Layout) on behalf of the APCD Council. Before joining NAHDO, Charles spent nearly a decade as a research consultant and health care analyst working with state agencies, universities, and nonprofit organizations. At the Utah Department of Health, Charles led a small, primarily grant-funded team responsible for modernizing the APCD and the health care facility database. In 2018, Charles began serving as a consumer advocate representative on the Utah Health Data Committee, a governor-appointed statutory committee and has served as vice chair and chair. Charles was awarded a master's degree in sociology from Kansas State University in 2009.</p>

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Hibay, Sharon	Researcher	Advisory	10/2024-9/2027	Center Valley, Pennsylvania	Dr. Sharon Hibay is CEO of Advanced Health Outcomes, with areas of experience in clinical quality measure (CQM) development and implementation for public, clinical, and private programs. She supports national data and interoperability standards development, and CQM utilization and incentivization that incorporates measurement in action variables that improve health care access, quality, and outcomes, while reducing burden, overuse, and costs. Since 2010, she has been entrenched in all facets of the federal, clinical registry, maintenance of certification, and private measurement ecosystem, uptake of measures since 2010, and continues to partner within the evolving federal CQM ecosystem to drive data and measurement science. Dr. Hibay is a nurse by training, has a doctorate in public health and leadership, has worked in the acute, ambulatory, ACS, long-term care, and home health settings with clinical expertise in behavioral health, primary care, prevention, cardiology, and gastroenterology.
Higgins, Kristal	Patient, Caregiver, and Patient Advocate	Advisory	10/2024-9/2027	Oliva Branch, Mississippi	Patient participant.
Hoo, Emma	Purchaser and Plan	Recommendation	10/2023-9/2025	Oakland, California	Ms. Emma Hoo focuses on value-purchasing, accountability, quality measurement and data initiatives at the Purchaser Business Group on Health (PBGH). She has managed joint purchasing and performance measurement initiatives for health plans, pharmacy benefits, retiree, and disease management services on behalf of PBGH members. She has also evaluated and implemented data solutions on behalf of large purchasers to analyze total cost of care, model risk assessment/adjustment, and improve health care performance reporting. She has served on the National Quality Forum Measures Application Partnership and Cost and Efficiency Measures Committee. She represents purchasers on the California Department of Health Care Access and Information (HCAI) Health Care Payments Data (HPD) Program Advisory Committee.
Hurst, Christina	Patient, Caregiver, and Patient Advocate	Advisory	10/2024-9/2027	Indianapolis, Indiana	Patient participant.

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Jhamnani, Sunny	Clinician; Facility/Institution	Advisory	10/2024-9/2027	Phoenix, Arizona	Dr. Sunny Jhamnani is a partner at TriCity Cardiology, the largest cardiology group in Arizona. He holds/has held various leadership positions within CommonSpirit Health, National Quality Forum, National Board of Medical Examiners, American College of Cardiology, Arizona Care Network. He has extensive expertise and experience in quality measures, especially pertaining to cost, efficiency, resource use under the CMS and other portfolios in addition to having a very busy clinical urban and rural practice, allowing real-world application and boots-on-the-ground knowledge of the impact of these measures, both intended and unintended.
Jones, Robert	Clinician	Advisory	10/2024-9/2027	Cleveland, Ohio	Robert W. Jones, Jr. has served as a staff general internal medicine physician for Cleveland Clinic since 1994, with multiple leadership roles in quality and safety. Since 2020, he has been privileged to lead our value team's mission to optimize patient outcomes at an appropriate cost through care model innovation, population health support, and value contracting.
Kellner, Patricia	Patient, Caregiver, and Patient Advocate	Advisory	10/2024-9/2027	South Euclid, Ohio	Patient participant.
Martin, John	Other Interested Parties (Data Analytics); Researcher	Recommendation	10/2023-9/2025	Charlotte, North Carolina	Dr. John Martin is responsible for providing data science leadership, strategy, program development, and business support across all Premier service lines. He leads a team focused on using machine learning/AI along with complex statistical methods to holistically evaluate care provision and outcomes. He has had more than 20 years' experience in leading teams in complex projects and conducting research focusing on measure development, cost and quality improvement, clinical trials, and health economics and outcomes research. He has served on committees and panels for NQF, AHRQ, CMS, PCORI, and ISPOR. He has a bachelor's degree from Sterling College, a Master of Public Health degree from the University of Kansas, and a PhD from Rutgers, the State University of New Jersey.

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Miller, Harold	Researcher; Other Interested Parties (Expert in Quality Improvement)	Recommendation	10/2023-9/2025	Pittsburgh, Pennsylvania	Mr. Harold D. Miller is the president and CEO of the Center for Healthcare Quality and Payment Reform (CHQPR). He also serves as an adjunct professor of public policy and management at Carnegie Mellon University. Mr. Miller is an internationally recognized expert on health care payment and delivery and is the author of many widely used reports on health care payment and delivery reform, including reports focused on the design of cost and resource use measures. He has extensive experience in analyzing both the costs of delivering health care services and the amounts payers spend on those services, including services for both primary and specialty care and services in both urban and rural areas. Mr. Miller also has experience in reviewing cost and quality measures for use in public reporting and value-based payment models, including serving on the Board of Directors of the National Quality Forum for over 6 years and on the federal Physician-Focused Payment Model Technical Advisory Committee for 5 years.
Morrison, Seth	Patient, Caregiver, and Patient Advocate	Advisory	10/2023-9/2026	El Cerrito, California	Mr. Seth Morrison is a gay man who suffers from multiple chronic conditions. He has served as a patient reviewer for the Patient Centered Outcomes Research Institute (PCORI) since 2014 and as a team member of the Cancer Health Equity Patient Reported Outcome Measures Working Group since 2022. Mr. Morrison retired from a career in cable television consumer marketing and product development. He has managed teams as large as 100 people and budgets of up to \$35 million. As a marketer, he has been a customer for market research and active in developing and implementing quality measures for the industry.
Needleman, Jack	Researcher	Recommendation	10/2023-9/2025	Los Angeles, California	Dr. Jack Needleman is a professor and former chair of the Department of Health Policy and Management, UCLA School of Public Health, where he teaches research methods and policy analysis. He is an elected member of the National Academy of Medicine and Honorary Fellow of the American Academy of Nursing. His research has examined the quality of care in American hospitals, the impact of hospital and physician payment reform on the operations, performance and market behavior of health care providers, and factors associated with the success of institutional quality improvement programs. He previously served on the National Quality Forum Scientific Methods, Cost and Efficiency, and Admission and Readmission committees.

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Peterson, Jessica	Other Interested Parties (Expert in Quality Improvement)	Advisory	10/2024-9/2027	Rockville, Maryland	Dr. Peterson, senior director of value-based care policy at Anatomy IT, is a leader in health care quality policy, particularly for the Merit-based Incentive Payment System (MIPS). In addition to her career in health policy, Dr. Peterson is actively involved in care access for vulnerable populations at the local level, serving on the Rockville (MD) Human Services Advisory Committee. In her current role at Anatomy IT, she provides expertise, evaluation, and implementation for a team managing MIPS and Ambulatory Surgical Center Quality Reporting program submissions for hundreds of practices of various specialties and sizes. Additionally, Dr. Peterson provides quality programs and health IT policy consulting to medical societies and registries. Previously, Dr. Peterson led all quality and health IT policy efforts for the American Academy of Ophthalmology (AAO). She has been involved in providing feedback and guidance on quality measurement during development, through staffing AAO representatives on the NQF MAP and an Acumen clinical subcommittee. Dr. Peterson also brings patient care experience and insights as a patient with a chronic disease to her work on the committee.
Plasencia, Rosa	Health Equity Expert; Other Interested Parties (Expert in Quality Improvement); Rural Health Expert	Recommendation	10/2023-9/2025	Madison, Wisconsin	Ms. Rosa Plasencia is currently the director of NCI-AD at ADvancing States. Ms. Plasencia also participates in work related to long-term services and supports policy, quality, equity initiatives, and No Wrong Door/ADRC. She holds a Juris Doctorate and graduate certificate in consumer health advocacy from the University of Wisconsin, and a bachelor's degree from the University of California, Santa Cruz. Prior to this role she worked in state government, as a Title III-B legal services provider, and with health care-focused nonprofits.
Roberts, Susan	Patient, Caregiver, and Patient Advocate	Advisory	10/2024-9/2027	Cape Canaveral, Florida	Patient participant.
Roberts, Pamela	Clinician; Facility/Institution; Researcher	Recommendation	10/2023-9/2026	Los Angeles, California	Dr. Pamela Roberts is an occupational therapist and administrator with over 30 years of experience in patient care, quality, safety, research and addressing cost and efficiency throughout the health system. Her expertise is widely regarded by her peers as evidenced by her appointment as an executive director and professor in multiple areas within the Cedars-Sinai Health System including physical medicine and rehabilitation, patient safety, quality, education, research, and informatics in which she is responsible for the strategic initiatives and daily operations. She has also provided many presentations and authored many publications, including various health services research topics.

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Ruder, Shawn	Patient, Caregiver, and Patient Advocate	Advisory	10/2023-9/2026	New York, New York	Mr. Shawn Ruder works for a construction company in Brooklyn, New York. His experience with the US health care system while experiencing homelessness emphasizes the importance of understanding how diagnostic delays and structural barriers to care for unhoused populations impact quality of care. His focus areas are treatment delays, wait time in the waiting room, and how to improve provider interaction with unhoused patients and/or those with substance use disorder.
Schramke, Mary	Patient, Caregiver, and Patient Advocate	Recommendation	10/2023-9/2026	Waikaloa, Hawaii	Dr. Mary Schramke is a retired biotech executive with a passion for improving health care for all involved, especially those less able to speak for themselves. Her insights build from her 7 plus years' experience with Patient and Family Advisor efforts amongst many quality improvement and measurement teams, including the American College of Physicians Immunization Improvement Program, Cal Hospital Compare Technical Advisory Council, Sutter Health Quality Improvement Steering Committee, Sutter Health Assessment Operations Leadership Team, and Sutter Health Patient Reported Outcomes/Outcomes Information Program.
Schuyler, Lynden	Rural Health Expert	Advisory	10/2024-9/2027	Alton, Illinois	Lynden Schuyler, doctoral candidate in public health, expertise in prevention of chronic conditions and social determinants of health, health disparities and health inequities. Career path in public health began at George Washington University where I had the opportunity to work with Tribal Nations in chronic conditions and food sovereignty. For the past 4 years I have worked in Southern Illinois with communities as diverse as rural, African American, and migrant workers.

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Selvarajah, Shalini	Researcher	Advisory	10/2024-9/2027	Creedmor, North Carolina	Shalini Selvarajah is the director of practice, research and methodology at American College of Medical Genetics and Genomics. She has 16 years of combined experience as a clinician, and health services and policy researcher. She brings extensive experience as a research scientist and methodologist for clinical practice guideline development, quality measure development and measure evaluation, and public health program evaluation at the local and international level. Shalini received her medical degree from Malaysia, a Master of Public Health concentrating in epidemiological and biostatistical methods in public health & clinical research from the Johns Hopkins Bloomberg School of Public Health and a Master of Arts in Bioethics from Wake Forest University. She also completed a postdoctoral fellowship in Health Services Research at the Johns Hopkins University School of Medicine in Baltimore, MD. Shalini is a fellow of the Royal Society of Public Health, is Certified in Public Health (CPH) from the National Board of Public Health Examiners and is a Certified Professional in Healthcare Quality (CPHQ) from the National Association for Healthcare Quality.
Smith, Trisha Jean	Patient, Caregiver, and Patient Advocate	Advisory	10/2024-9/2027	Sneads Ferry, North Carolina	Patient participant.
Spivack, Steven	Other Interested Parties (Measure Developer)	Advisory	10/2024-9/2027	--	Steven Spivack is the director of quality measurement and data analytics at the Lewin Group. He currently directs quality measurement activities for CMMI's GUIDE and AHEAD models and supports quality measurement activities on a Medicaid contract for home and community-based services. Dr. Spivack has over a decade of experience developing and implementing quality measures in federal and state programs. Dr. Spivack obtained his MPH in health policy from Columbia University and his PhD in health policy from the University of Carolina at Chapel Hill.
Tyree, Kim	Rural Health Expert; Facility/Institution; Health Equity Expert; Other Interested Parties	Advisory	10/2023-9/2026	Roseburg, Oregon	Ms. Kim Tyree serves as the chief operating officer and security officer at Evergreen Family Medicine, a rural health center that has five locations in Oregon, offering primary care, mental health, urgent care, and occupational medicine services.
Winfrey, Cindy	Patient, Caregiver, and Patient Advocate	Advisory	10/2024-9/2027	Atlanta, Georgia	Patient participant.

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Woepfel, Margaret	Rural Health Expert; Clinician; Facility/Institution; Other Interested Parties (Expert in Quality Improvement)	Recommendation	10/2023-9/2025	Lincoln, Nebraska	Ms. Margaret Woepfel has experience delivering quality strategy through team-based performance and collaboration with health care providers, stakeholders, and partners. She is an experienced leader in team development and productivity specializing in patient safety, regulatory requirements, and compliance with contract initiative using myriad tools and methodologies.

