

Endorsement and Maintenance (E&M) Cost and Efficiency Roster


Draft for Public Comment

July 2025

Prepared by:

Battelle

505 King Avenue, Columbus, Ohio 43201



This roster was developed under Contract Number 75FCMC23C0010, entitled, "National Consensus Development and Strategic Planning for Health Care Quality Measurement," sponsored by the Department of Health and Human Services, Centers for Medicare & Medicaid Services. *Restricted:* Use, duplication, or disclosure is subject to the restrictions as stated in Contract Number 75FCMC23C0010 between the Government and Battelle.

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 an Advisory Group (35-40 people) and a Recommendation Group (20-25 people). The Advisory Group provides 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 throughout their tenure. The Advisory and Recommendation Group assignments in this roster apply to the Fall 2025 and Spring 2026 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 2025-Spring 2026 Cycle Members

[Jacqueline Alikhaani](#) (AG)
[Nishant Anand](#) (AG)
[Sopida Andronaco](#) (RG)
[Melody Beaty](#) (AG)
[Alice Bell](#) (RG)
[Bijan Borah](#) (RG)
[Jason Chen](#) (AG)
[Melissa Chen](#) (AG)
[Amy Chin](#) (RG)
[Mary Ann Clark](#) (AG)
[Erin Crum](#) (AG)
[Sandeep Das](#) (RG)
[Anne Deutsch](#) (AG)
[Rebecca Ekholm](#) (AG)
[Marisa Elliott](#) (RG)
[Lynn Ferguson](#) (RG)
[Maria Fernandez](#) (AG)
[Stephanie Fitzgerald](#) (AG)
[Carrie I. Freeman-Wright](#) (AG)

[Nancy Garrett](#) (AG)
[Olga Gross-Balzano](#) (AG)
[Megan Guinn](#) (RG)
[Kelci Hannan](#) (AG)
[Stephanie Hansen](#) (AG)
[Charles Hawley](#) (AG)
[Sharon Hibay](#) (AG)
[Kristal Higgins](#) (AG)
[Corey Hill](#) (AG)
[Allyson Hughes](#) (AG)
[Christina Hurst](#) (AG)
[Veronica James](#) (AG)
[Sunny Jhamnani](#) (AG)
[Robert Jones](#) (AG)
[Michael Kanter](#) (AG)
[Amy Lu](#) (AG)
[Charles \(Kurt\) Mahan](#) (AG)
[Laura Morris](#) (AG)
[Seth Morrison](#) (AG)

[Jack Needleman](#) (AG)
[Sonya Pease](#) (AG)
[Jessica Peterson](#) (AG)
[Pamela Roberts](#) (AG)
[Susan Roberts](#) (AG)
[Shawn Ruder](#) (RG)
[Mary Schramke](#) (RG)
[Lynden Schuyler](#) (AG)
[Shalini Selvarajah](#) (AG)
[Mary Smith](#) (AG)
[Trisha Jean Smith](#) (AG)
[Steven Spivack](#) (AG)
[Jonathan Staloff](#) (AG)
[Dorothy Stanton](#) (AG)
[Linda Thomas-Hemak](#) (AG)
[Jackie Tran](#) (AG)
[Kim Tyree](#) (RG)
[Cindy Winfrey](#) (AG)

AG: Advisory Group Committee Member
RG: Recommendation Group Committee Member

E&M Cost and Efficiency Committee Roster Fall 2025-Spring 2026 Cycles

Name (Last, First)	Perspectives	Advisory or Recommendation Group ¹	Term Period	Location (City, State)	Biography ²
Alikhaani, Jacqueline	Patient, Caregiver, and Patient Advocate	Advisory	10/2024-9/2027	North Hills, California	Jacqueline Alikhaani is a patient participant.
Anand, Nishant	Clinician	Advisory	10/2024-9/2027	Oakland, California	Nishant Anand is president and CEO of Altas, leading efforts to advance health care for physicians, patients, and the clinical community. He has held executive roles at BayCare Health System, AdventHealth, and Banner Health Network, and is recognized for clinical leadership and innovation.
Andronaco, Sopida	Clinician	Recommendation	10/2023-9/2026	Irvine, California	Sopida Andronaco is director of performance improvement at Hoag Orthopedic Institute, with over 20 years of experience in quality management. She oversees performance initiatives, patient satisfaction, outcomes, infection prevention, and quality reporting.
Beaty, Melody	Clinician	Advisory	10/2024-9/2027	Hickory, North Carolina	Melody Beaty is a health care professional with over 20 years of experience in acute, emergency, and home care. She excels in clinical practice, leadership, and operations, and is dedicated to improving care quality, patient satisfaction, and access to care.
Bell, Alice	Clinician	Recommendation	10/2023-9/2026	Alexandria, Virginia	Alice Bell is a senior specialist in health policy and payment at the American Physical Therapy Association. She serves on national expert panels and workgroups, focusing on value-based payment models, clinical innovation, and digital health in physical therapy.
Borah, Bijan	Researcher	Recommendation	10/2023-9/2026	Rochester, Minnesota	Bijan Borah is a professor at Mayo Clinic College of Medicine and Science, serving as scientific director of the Clinical and Economic Evaluation Program. He specializes in

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² The Partnership for Quality Measurement (PQM) used Battelle’s AI Neural Network Interface to summarize biographies submitted by committee members. PQM staff then reviewed the summaries against the original biographies to ensure accuracy.

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					comparative effectiveness research, health economics, data science, and health policy.
Chen, Jason	Population Health Expert	Advisory	10/2025-9/2028	Windsor, Colorado	Jason Chen is an assistant professor of medicine at George Washington University and physician faculty at Vibrant Health. He has over 14 years of experience in integrative, preventive, and precision medicine, focusing on complex, multisystem disease care.
Chen, Melissa	Facility/Institution	Advisory	10/2025-9/2028	Houston, Texas	Melissa Chen is an associate professor at MD Anderson Cancer Center. She also serves as the patient safety quality officer and chairs the Value-based Neuroradiology Task Force, leading initiatives to improve patient safety, care quality, and neuroimaging value.
Chin, Amy	Researcher	Recommendation	10/2023-9/2026	Brooklyn, New York	Amy Chin is assistant vice president in the Value Management Office at the Hospital for Special Surgery (HSS) and director of the HSS Center for the Advancement of Value in Musculoskeletal Care. She specializes in policy, finance, quality, and evaluation of pay-for-performance programs.
Clark, Mary Ann	Population Health Expert	Advisory	10/2025-9/2028	Amissville, Virginia	Mary Ann Clark is a global health economics and reimbursement (HE&R) strategist at W.L. Gore & Associates with over 35 years of experience in real-world data analytics, evidence generation, and HE&R. She is recognized for her expertise in Medicare data and reimbursement.
Crum, Erin	Other Interested Party	Advisory	10/2024-9/2027	Boise, Idaho	Erin Crum is senior director of quality strategy and innovation at McKesson, leading value-based care, quality programs, and oncology payment models. She oversees quality measurement strategy and technology development, with 20 years of experience in health care strategy and management.
Das, Sandeep	Population Health Expert	Recommendation	10/2023-9/2026	Dallas, Texas	Sandeep Das is a professor of medicine at UT Southwestern Medical Center and cardiology service chief at Parkland Health. He focuses on improving cardiovascular outcomes, quality of care, and implementation for the urban poor, and holds leadership roles in major organizations.
Deutsch, Anne	Researcher	Advisory	10/2024-9/2027	Naperville, Illinois	Anne Deutsch is a senior research public health analyst at RTI International, with additional roles at Shirley Ryan AbilityLab and Northwestern University. She specializes in quality measurement, Medicare payment models, and advancing equity in post-acute and rehabilitation care.
Ekholm, Rebecca	Population Health	Advisory	10/2025-9/2028	Christiansted, Virgin	Rebecca Ekholm is a health care professional with over 22 years of experience in clinical operations, patient experience, risk management, and compliance. She has led

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	Expert			Islands	initiatives to improve patient safety, operational performance, and quality of care.
Elliott, Marisa	Facility/Institution	Recommendation	10/2023-9/2026	Detroit, Michigan	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	Recommendation	10/2023-9/2026	Nashville, Tennessee	Lynn Ferguson is a long-time member and past chair of Vanderbilt University Medical Center’s Patient and Family Advisory Council. She has contributed to patient experience, education, quality initiatives, and represented Vanderbilt at international conferences.
Fernandez, Maria	Population Health Expert	Advisory	10/2024-9/2027	Johns Creek, Georgia	Maria Fernandez leads the Office of Patient Experience at Emory Johns Creek Hospital, overseeing complaints, interpreter services, advisory programs, surveys, and training. She has expertise in health equity, data analytics, population health, and patient experience.
Fitzgerald, Stephanie	Clinician	Advisory	10/2024-9/2027	New Castle, Kentucky	Stephanie Fitzgerald is a manager at Blue, serving post-acute care providers, especially skilled nursing facilities and swing bed clients. She has over 20 years of health care experience and expertise in Resident Assessment Instrument (RAI) processes, quality measures, Medicare compliance, and clinical documentation.
Freeman-Wright, Carrie I.	Patient, Caregiver, and Patient Advocate	Advisory	10/2024-9/2027	Brown Mills, New Jersey	Carrie Freeman-Wright is patient participant.
Garrett, Nancy	Purchaser/Plan	Advisory	10/2025-9/2028	Saint Paul, Minnesota	Nancy Garrett is a health care leader specializing in population health analytics and payment innovation, with executive experience at Highmark Health, CVS Health Aetna, and Hennepin Healthcare. She is a national expert in quality measurement and social determinants of health.
Gross-Balzano, Olga	Facility/Institution	Advisory	10/2024-9/2027	Scarborough, Maine	Olga Gross-Balzano has 23 years of health care experience in clinical, finance, quality improvement, and leadership roles across various care settings. She consults on quality and compliance, focusing on data-driven, sustainable solutions and CMS quality measurement systems.
Guinn, Megan	Facility/Institution	Recommendation	10/2023-9/2026	St. Louis, Missouri	Megan Guinn is director of clinical improvement for BJC Healthcare ACO and BJC Medical Group. She has 18 years of nursing experience and a strong background in

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					value-based care, quality measurement, and clinical operations across diverse health settings.
Hannan, Kelci	Purchaser/Plan	Advisory	10/2025-9/2028	St. Louis, Missouri	Kelci Hannan is director of research and analytics at Gateway Business Health Coalition, with 7 years of experience in quantitative research, predictive modeling, and data communication. She collaborates to improve health care value and outcomes in St. Louis.
Hansen, Stephanie	Clinician	Advisory	10/2024-9/2027	Yakima, Washington	Stephanie Hansen is an internal medicine physician and leader practicing outpatient medicine at a rural federally qualified health center (FQHC). She has served as a hospitalist, regional medical director, physician advisor, national chief medical officer (CMO), and FQHC accountable care organization CMO, with a focus on system change in health care.
Hawley, Charles	Other Interested Party	Advisory	10/2024-9/2027	--	Charles Hawley is director of projects at the National Association of Health Data Organizations, managing partnerships with state and federal agencies on hospital discharge and all-payer claims databases. He has extensive experience in health data modernization and advocacy.
Hibay, Sharon	Researcher	Advisory	10/2024-9/2027	Center Valley, Pennsylvania	Sharon Hibay is CEO of Advanced Health Outcomes, specializing in clinical quality measure development and implementation across public, clinical, and private programs. She advances data standards and measurement science to improve health care access, quality, and outcomes.
Higgins, Kristal	Patient, Caregiver, and Patient Advocate	Advisory	10/2024-9/2027	Oliva Branch, Mississippi	Kristal Higgins is a patient participant.
Hill, Corey	Researcher	Advisory	10/2025-9/2028	Barrington, Illinois	Corey Hill is a health care executive with over 20 years of experience in revenue cycle management, clinical operations, and health services strategy. She specializes in financial performance, patient access, alternative payment models, and care coordination.
Hughes, Allyson	Population Health Expert	Advisory	10/2025-9/2028	Nelsonville, Ohio	Allyson Hughes is an assistant professor at Ohio University Heritage College of Osteopathic Medicine and a health services researcher with over a decade of experience in behavioral medicine, health equity, and quality measurement for underserved populations.

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Hurst, Christina	Patient, Caregiver, and Patient Advocate	Advisory	10/2024-9/2027	Indianapolis, Indiana	Christina Hurst is a patient participant.
James, Veronica	Other Interested Party	Advisory	10/2025-9/2028	Watertown, New York	Veronica James is vice president of clinical reimbursement, overseeing clinical revenue cycle management and compliance. She is an expert in minimum data set regulations, Patient-Driven Payment Model, and quality programs, and develops strategies to optimize reimbursement and quality outcomes.
Jhamnani, Sunny	Clinician	Advisory	10/2024-9/2027	Phoenix, Arizona	Sunny Jhamnani is a partner at TriCity Cardiology, Arizona’s largest cardiology group. He has held leadership roles in major health organizations and has extensive expertise in quality measures, cost, efficiency, and resource use in clinical practice.
Jones, Robert	Clinician	Advisory	10/2024-9/2027	Cleveland, Ohio	Robert Jones has been a staff general internal medicine physician at Cleveland Clinic since 1994, holding multiple leadership roles in quality and safety. Since 2020, he has led efforts to optimize patient outcomes and value through care model innovation.
Kanter, Michael	Facility/Institution	Advisory	10/2025-9/2028	Pasadena, California	Michael Kanter is a professor at Kaiser Permanente School of Medicine, former regional medical director, and inaugural chair of clinical science. He has led innovations in chronic care, patient safety, language access, and cardiovascular health.
Lu, Amy	Facility/Institution	Advisory	10/2025-9/2028	San Francisco, California	Amy Lu is chief quality officer at University of California San Francisco Health, leading quality improvement, patient safety, infection prevention, health equity, and provider experience across all care sites. She has extensive experience in clinical effectiveness and perioperative care.
Mahan, Charles (Kurt)	Facility/Institution	Advisory	10/2025-9/2028	Albuquerque, New Mexico	Charles Mahan is an adjunct associate professor of pharmacy at the University of New Mexico with 3 decades of experience in clinical, research, and administrative pharmacy roles. He specializes in cardiology, antithrombotic therapy, and quality measures.
Morris, Laura	Facility/Institution	Advisory	10/2025-9/2028	Glens Falls, New York	Laura Morris leads a health care analytics team in upstate New York, bringing 23 years of experience in quality and performance measurement. She supports program evaluations, reporting, and data-driven decision making to improve regional health care.
Morrison, Seth	Patient, Caregiver, and Patient Advocate	Advisory	10/2025-9/2028	El Cerrito, California	Seth Morrison is a retired cable television marketing executive with experience managing large teams and budgets. He has served as a patient reviewer for Patient-Centered Outcomes Research Institute since 2014 and contributes to cancer health

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					equity and patient-reported outcome initiatives.
Needleman, Jack	Researcher	Advisory	10/2025-9/2028	Los Angeles, California	Jack Needleman is a professor at UCLA School of Public Health and former chair of the Department of Health Policy and Management. He researches hospital care quality, payment reform, provider performance, and institutional quality improvement programs.
Pease, Sonya	Population Health Expert	Advisory	10/2025-9/2028	Weston, Florida	Sonya Pease is chief quality, safety, and patient experience officer for Cleveland Clinic Florida, overseeing strategy for five hospitals and over 200 practices. She has extensive leadership in anesthesiology, quality, safety, and patient experience.
Peterson, Jessica	Other Interested Party	Advisory	10/2024-9/2027	Rockville, Maryland	Jessica Peterson is senior director of value-based care policy at Anatomy IT, specializing in health care quality policy and Merit-based Incentive Payment System (MIPS). She manages quality reporting for diverse practices, consults on health IT policy, and serves on the Rockville Human Services Advisory Committee.
Roberts, Pamela	Other Interested Party	Advisory	10/2025-9/2028	Los Angeles, California	Pamela Roberts is an occupational therapist and administrator with over 30 years of experience in patient care, quality, safety, research, and health system efficiency. She is an executive director and professor at Cedars-Sinai Health System.
Roberts, Susan	Patient, Caregiver, and Patient Advocate	Advisory	10/2024-9/2027	Cape Canaveral, Florida	Susan Roberts is a patient participant.
Ruder, Shawn	Patient, Caregiver, and Patient Advocate	Recommendation	10/2023-9/2026	New York, New York	Shawn Ruder works for a construction company in Brooklyn, New York. His experience with homelessness informs his focus on treatment delays, wait times, and improving provider interactions for unhoused patients and those with substance use disorder.
Schramke, Mary	Patient, Caregiver, and Patient Advocate	Recommendation	10/2023-9/2026	Waikaloa, Hawaii	Mary Schramke is a retired biotech executive with over 7 years of experience as a patient and family advisor on quality improvement and measurement teams, including roles with the American College of Physicians and Sutter Health.
Schuyler, Lynden	Population Health Expert	Advisory	10/2024-9/2027	Alton, Illinois	Lynden Schuyler is a public health doctoral candidate with expertise in chronic condition prevention, social determinants of health, and health disparities. Schuyler has worked with Tribal Nations and diverse communities in Southern Illinois.
Selvarajah, Shalini	Researcher	Advisory	10/2024-9/2027	Creedmoor, North Carolina	Shalini Selvarajah is director of practice, research, and methodology at the American College of Medical Genetics and Genomics, with 16 years of experience as a clinician and health services and policy researcher specializing in guideline and quality measure

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					development.
Smith, Mary	Population Health Expert	Advisory	10/2025-9/2028	Madison, Mississippi	Mary Smith is a health care leader with 30 years of clinical experience and 16 years in executive roles, specializing in health care operations, quality improvement, and care models for aging, dual-eligible, rural, elderly, and disabled populations.
Smith, Trisha Jean	Patient, Caregiver, and Patient Advocate	Advisory	10/2024-9/2027	Sneads Ferry, North Carolina	Trisha Jean Smith is a patient participant.
Spivack, Steven	Other Interested Party	Advisory	10/2024-9/2027	--	Steven Spivack is director of quality measurement and data analytics at the Lewin Group, overseeing quality measurement for the Center for Medicare and Medicaid Innovation's (CMMI's) GUIDE and AHEAD models. He has over a decade of experience developing quality measures for federal and state programs.
Staloff, Jonathan	Researcher	Advisory	10/2025-9/2028	Seattle, Washington	Jonathan Staloff is medical director of population health value management at the University of Washington, where he leads cost-reduction efforts and practices family medicine. He is a health systems researcher focused on primary care, payment reform, and policy.
Stanton, Dorothy	Other Interested Party	Advisory	10/2025-9/2028	Raleigh, North Carolina	Dorothy Stanton is director of RCM quality at Radiology Partners, with nearly 15 years of experience in revenue cycle management. She specializes in data analytics, process optimization, and leads quality improvement initiatives in radiology.
Thomas-Hemak, Linda	Population Health Expert	Advisory	10/2025-9/2028	Scranton, Pennsylvania	Linda Thomas-Hemak is president and CEO of The Wright Center for Community Health and The Wright Center for Graduate Medical Education, leading a network of 13 safety-net health centers in Northeast Pennsylvania focused on serving rural and underserved populations.
Tran, Jackie	Population Health Expert	Advisory	10/2025-9/2028	Lincoln, Nebraska	Jackie Tran is a physician with over 15 years of experience in rehabilitation medicine. She is the outpatient medical director at Madonna Rehabilitation Hospitals and serves on national committees focused on quality, evidence, and reimbursement.
Tyree, Kim	Population Health Expert	Recommendation	10/2023-9/2026	Roseburg, Oregon	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.

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Winfrey, Cindy	Patient, Caregiver, and Patient Advocate	Advisory	10/2024-9/2027	Atlanta, Georgia	Cindy Winfrey is a patient participant.

