

Roundtable on
Quality Care for People with Serious Illness

Caring for People with Serious Illness
during the COVID-19 Pandemic:
A Workshop on Lessons Learned and Future Directions

November 8, 18, and 30, 2021

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ROUNDTABLE ON QUALITY CARE FOR PEOPLE WITH SERIOUS ILLNESS

November 2021

Dear Colleagues:

Welcome to *Caring for People with Serious Illness during the COVID-19 Pandemic: A Workshop on Lessons Learned and Future Directions*, hosted by the Roundtable on Quality Care for People with Serious Illness at the National Academies of Sciences, Engineering, and Medicine. The workshop will be held virtually via three webinars scheduled for **November 8, 18, and 30, 2021**.

The COVID-19 pandemic has illuminated and exacerbated challenges in caring for people of all ages with serious illness. This workshop will explore various aspects of the impact of the pandemic through the lens of serious illness care.

The first webinar (November 8) will feature a discussion of the immediate impact of the pandemic (Session 1) and innovative responses in the early stages of the pandemic (Session 2).

The second webinar (November 18) focuses on workforce innovations, challenges and opportunities (Session 1) and different perspectives on telehealth (Session 2).

The third and final webinar (November 30) will explore lessons learned from COVID-19 that will better prepare us for the next public health emergency (Session 1) and policy and practice levers and how best to deploy them to improve serious illness care in the future (Session 2).

Each of the workshop sessions will include a brief panel discussion, followed by Q&A with webinar participants. A summary of this workshop will be published by the National Academies Press. The webinar's meeting materials as well as a video archive of the webinar will be available at: <https://www.nationalacademies.org/our-work/caring-for-people-with-serious-illness-during-the-covid-19-pandemic-a-workshop-on-lessons-learned-and-future-directions>.

We hope you will find the workshop presentations informative, thought-provoking, and inspiring, and that the suggestions made by the workshop participants will ultimately contribute to improved care for people with serious illness.

Sincerely,

Brynn Bowman, MPA

Chief Executive Officer, Center to Advance
Palliative Care (CAPC)
Assistant Professor, Brookdale Department of
Geriatrics and Palliative Medicine
Icahn School of Medicine at Mount Sinai

**Susan Elizabeth Wang MD, FAAHPM,
HMDC**

SCAL Chief, Dept of Geriatrics & Palliative
Medicine
SCAL Medical Director, Life Care Planning &
Serious Illness Care
National Lead, Palliative Care, Kaiser
Permanente

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WORKSHOP INFORMATION

Join the webinars via the links below:

November 8, 2021, 12:00-3:00 PM ET

<https://nasem.zoom.us/j/93675444571?pwd=U2pLbEFDUmR0Zk5za3ZPR25qL3UyQT09>

November 18, 2021, 12:00-3:00 PM ET

<https://nasem.zoom.us/j/94503679963?pwd=V1lNc09OQXF1c0k3eWhOd3FicDVjdz09>

November 30, 2021, 1:00-4:00 PM ET

<https://nasem.zoom.us/j/99125312086?pwd=anp3MnNNWVBFNGF6cjk2czRna0hRZz09>

Recordings of the webinars and presentation slides will be available at:

<https://www.nationalacademies.org/our-work/caring-for-people-with-serious-illness-during-the-covid-19-pandemic-a-workshop-on-lessons-learned-and-future-directions>

Proceedings of the workshop will be published following National Academies procedures. Rapporteurs will compose the proceedings from the workshop transcript and external reviewers will examine the proceedings to make sure it accurately reflects workshop discussions and conforms to institutional policies.

Interested in receiving updates from the Roundtable on Quality Care for People with Serious Illness or the National Academies of Sciences, Engineering, and Medicine's Health and Medicine Division?

Sign up for the **Roundtable** listserv at:

<https://www.nationalacademies.org/hmd/Activities/HealthServices/QualityCareforSeriousIllnessRoundtable.aspx>

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WORKSHOP AGENDA

WEBINAR 1: Impact of and Early Innovative Response to the Pandemic November 8, 2021 12:00 – 3:00 PM ET	
WELCOME FROM THE ROUNDTABLE ON QUALITY CARE FOR PEOPLE WITH SERIOUS ILLNESS	
12:00 PM	Peggy Maguire, JD (<i>Roundtable Co-Chair</i>) President and Board Chair, Cambia Health Foundation James Tulskey, MD (<i>Roundtable Co-Chair</i>) Chair, Department of Psychosocial Oncology and Palliative Care, Dana-Farber Cancer Institute; Chief, Division of Palliative Medicine, Department of Medicine, Brigham and Women's Hospital; Co-Director, Harvard Medical School Center for Palliative Care; and Professor of Medicine, Harvard Medical School
12:05 PM	Overview of the Webinar Series Brynn Bowman, MPA (<i>Planning Committee Co-Chair</i>) Chief Executive Officer, Center to Advance Palliative Care (CAPC) Assistant Professor, Brookdale Department of Geriatrics and Palliative Medicine Icahn School of Medicine at Mount Sinai Susan Elizabeth Wang MD, FAAHPM, HMDC (<i>Planning Committee Co-Chair</i>) SCAL Chief, Dept of Geriatrics & Palliative Medicine SCAL Medical Director, Life Care Planning & Serious Illness Care National Lead, Palliative Care, Kaiser Permanente
SESSION ONE: IMMEDIATE IMPACT OF THE PANDEMIC	
12:10 PM	Keynote Speaker Harvey V. Fineberg, MD, PhD President, Gordon and Betty Moore Foundation Chair of the NASEM Standing Committee on Emerging Infectious Diseases and 21st Century Health Threats

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12:30 PM	Lived Experience Jarrold A. Carroll, MD Kaiser Permanente
12:40 PM	Panel Discussion and Audience Q&A <i>Moderator</i> Judy Salerno, MD, MS President New York Academy of Medicine <i>Panelists:</i> • Harvey Fineberg • Jarrod Carroll • Brynn Bowman
SESSION TWO: INNOVATIVE EARLY RESPONSES TO THE PANDEMIC	
1:15 PM	Brief Video Montage Showcasing examples of innovations that allowed for the highest quality care for people with serious illness and their families during the early days of the pandemic
1:25 PM	Speakers Carla Davis Chief Operating Officer Heart of Hospice Claire Ankuda, MD, MPH Assistant Professor Icahn School of Medicine, Mount Sinai Kristopher Halsey, PhD, DDiv Clinical Chaplain and Bereavement Support Specialist Susan Cohen, MD Medical Director Palliative Care Program and Co-Chair Palliative Care Council Associate Clinical Professor of Medicine, NYU School of Medicine NYC Health + Hospitals/Bellevue

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2:05 PM	Focus on Health Equity L. Ebony Boulware, MD, MPH Nanaline Duke Distinguished Professor, School of Medicine Chief, Division of General Internal Medicine, Department of Medicine Director, Clinical and Translational Science Institute Associate Vice Chancellor for Translational Research Vice Dean for Translational Science, Duke University School of Medicine
2:20 PM	Panel Discussion and Audience Q&A <i>Moderators</i> Lori Bishop, MHA, BSN, RN Vice President of Palliative & Advanced Care National Hospice & Palliative Care Organization Karen Bullock, PhD, LCSW Professor and John A. Hartford Faculty Scholar Head, Department of Social Work North Carolina State University
2:55 PM	Closing Remarks Brynn Bowman Susan Wang
3:00 PM	Webinar Adjourns

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WEBINAR 2: Workforce and Telehealth: Innovations, Challenges, and Opportunities
November 18, 2021
12:00 – 3:00 PM ET

WELCOME FROM THE ROUNDTABLE ON QUALITY CARE FOR PEOPLE WITH SERIOUS ILLNESS

12:00 PM	Peggy Maguire, JD (<i>Roundtable Co-Chair</i>) President and Board Chair, Cambia Health Foundation James Tulsky, MD (<i>Roundtable Co-Chair</i>) Chair, Department of Psychosocial Oncology and Palliative Care, Dana-Farber Cancer Institute; Chief, Division of Palliative Medicine, Department of Medicine, Brigham and Women's Hospital; Co-Director, Harvard Medical School Center for Palliative Care; and Professor of Medicine, Harvard Medical School
12:05 PM	Overview of the Day's Sessions and Highlights of Webinar One Brynn Bowman, MPA (<i>Planning Committee Co-Chair</i>) Chief Executive Officer, Center to Advance Palliative Care (CAPC) Assistant Professor, Brookdale Department of Geriatrics and Palliative Medicine Icahn School of Medicine at Mount Sinai Susan Elizabeth Wang MD, FAAHPM, HMDC (<i>Planning Committee Co-Chair</i>) SCAL Chief, Dept of Geriatrics & Palliative Medicine SCAL Medical Director, Life Care Planning & Serious Illness Care National Lead, Palliative Care, Kaiser Permanente
SESSION ONE: WORKFORCE CHALLENGES AND INNOVATIONS	
12:15 PM	Lived Experience Rodney O. Tucker, MD, MMM, FAAHPM Professor of Medicine Interim Division Director- Gerontology, Geriatrics and Palliative Care Director, UAB Center for Palliative and Supportive Care
12:25 PM	Speakers Elaine Larson, RN, PhD, FAAN, CIC Anna C. Maxwell Professor of Research Emerita and Special Lecturer, School of Nursing, Professor Emerita of Epidemiology, Mailman School of Public Health, Columbia University Senior Scholar in Residence, New York Academy of Medicine

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	Liz Fowler, MPH President and CEO Bluegrass Care Navigators Shreya Kangovi, MD, MS Founder, Executive Director, Penn Center for Community Health Workers Associate Professor, Medicine, Perelman School of Medicine
1:05 PM	Panel Discussion and Audience Q&A <i>Moderator</i> Susan Wang
SESSION TWO: PERSPECTIVES ON THE USE OF TELEHEALTH	
1:45 PM	Speakers Steven Clauser, PhD, MPA Program Director, Healthcare Delivery and Disparities Research, PCORI Jacob Strand, MD Internist, Palliative Care Specialist, Mayo Clinic Pat Justis, MA Executive Director, Rural Health/Office of Community Health Systems, Health Systems Quality Assurance, Washington State Department of Health
2:15 PM	Panel Discussion and Audience Q&A <i>Moderator</i> Haiden Huskamp, PhD Henry J. Kaiser Professor of Health Care Policy, Harvard Medical School
2:55 PM	Closing Remarks Brynn Bowman Susan Wang
3:00 PM	Webinar Adjourns

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WEBINAR 3: Lessons Learned for the Future
November 30, 2021
1:00 – 4:00 PM ET

WELCOME FROM THE ROUNDTABLE ON QUALITY CARE FOR PEOPLE WITH SERIOUS ILLNESS

1:00 PM	Peggy Maguire, JD (<i>Roundtable Co-Chair</i>) President and Board Chair, Cambia Health Foundation James Tulsky, MD (<i>Roundtable Co-Chair</i>) Chair, Department of Psychosocial Oncology and Palliative Care, Dana-Farber Cancer Institute; Chief, Division of Palliative Medicine, Department of Medicine, Brigham and Women's Hospital; Co-Director, Harvard Medical School Center for Palliative Care; and Professor of Medicine, Harvard Medical School
1:05 PM	Overview of the Day's Sessions and Recap of Webinars 1 and 2 Brynn Bowman, MPA (<i>Planning Committee Co-Chair</i>) Chief Executive Officer, Center to Advance Palliative Care (CAPC) Assistant Professor, Brookdale Department of Geriatrics and Palliative Medicine Icahn School of Medicine at Mount Sinai Susan Elizabeth Wang MD, FAAHPM, HMDC (<i>Planning Committee Co-Chair</i>) SCAL Chief, Dept of Geriatrics & Palliative Medicine SCAL Medical Director, Life Care Planning & Serious Illness Care National Lead, Palliative Care, Kaiser Permanente

SESSION ONE: PUBLIC HEALTH COMMUNICATION AND RESEARCH TRANSLATION

1:10 PM	Keynote Speaker Ashish K. Jha, MD, MPH Dean, Brown University School of Public Health
1:30 PM	Q&A <i>Moderator</i> Pamela S. Hinds, PhD, RN, FAAN Executive Director, Department of Nursing Science, Professional Practice & Quality, Research Integrity Officer, Children's National Hospital Professor of Pediatrics, School of Medicine and Health Sciences, George Washington University

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1:45 PM	Lived Experience Daniela Lamas, MD Pulmonary and Critical Care, Internal Medicine, Brigham & Women's Hospital Instructor in Medicine at Harvard Medical School Associate Faculty at Ariadne Labs
1:55 PM	Speakers Roberta Lynn DeBiasi, MD, MS Chief, Division of Pediatric Diseases Co-Director, Congenital Zika Program Children's National Hospital Professor of Pediatrics and Microbiology, Immunology and Tropical Medicine George Washington University School of Medicine & Health Sciences Monica Webb Hooper, PhD Deputy Director National Institute on Minority Health and Health Disparities
2:15 PM	Panel Discussion and Audience Q&A <i>Moderator</i> Pamela S. Hinds, PhD, RN, FAAN Executive Director, Department of Nursing Science, Professional Practice & Quality Research Integrity Officer, Children's National Hospital Professor of Pediatrics, School of Medicine and Health Sciences, George Washington University
SESSION TWO: BUILDING ON LESSONS LEARNED TO GUIDE FUTURE POLICY	
2:50 PM	Speakers Purva Rawal, PhD Chief Strategy Officer CMMI Joe Rotella, MD, MBA, HMDC, FAAHPM Chief Medical Officer American Academy of Hospice and Palliative Medicine

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3:15 PM	Panel Discussion/Audience Q&A <i>Moderator</i> Jon Broyles Executive Director, Coalition to Transform Advanced Care Reactor/Panelist Richard J. “Rick” Gilfillan, MD Independent Consultant Former CEO, Trinity Health Former Director, CMMI Former President and CEO, Geisinger Health Plan
3:50 PM	Closing Remarks Brynn Bowman Susan Wang
4:00 PM	Webinar Adjourns

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**Caring for People with Serious Illness during the COVID-19 Pandemic:
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SPEAKERS AND MODERATORS

Claire Ankuda, MD

Assistant Professor, Geriatrics and Palliative
Medicine
Icahn School of Medicine, Mount Sinai

Nubia Armenta

Community Health Specialist
AltaMed

Lori Bishop, MHA, BSN, RN

Vice President of Palliative & Advanced
Care, National Hospice & Palliative Care
Organization

L. Ebony Boulware, MD, MPH

Nanaline Duke Distinguished Professor in the
School of Medicine
Chief, Division of General Internal Medicine
in the Department of Medicine
Director, Clinical and Translational Science
Institute
Associate Vice Chancellor for Translational
Research
Vice Dean for Translational Science
Duke University School of Medicine

Brynn Bowman, MPA

Chief Executive Officer, Center to Advance
Palliative Care (CAPC)
Assistant Professor, Brookdale Department of
Geriatrics and Palliative Medicine
Icahn School of Medicine at Mount Sinai

Jon Broyles

Executive Director,
Coalition to Transform Advanced Care

Karen Bullock, PhD, LCSW

Professor and John A. Hartford Faculty
Scholar
Head, Department of Social Work
North Carolina State University

Breanna Burke

Community Health Worker
Ballad Health

Jarrold Carrol, MD

Kaiser Permanente

Steven Clauser, PhD, MPA

Program Director, Healthcare Delivery and
Disparities Research,
Patient-Centered Outcomes Research Institute

Claude Clements

Program Manager
Penn Center for Community Health Workers

Susan E. Cohen, MD

Medical Director Palliative Care Program
and Co-Chair Palliative Care Council
Associate Clinical Professor of Medicine,
NYU School of Medicine
NYC Health + Hospitals/Bellevue

Hannah Coyne, MCS, BCC-PCHAC

Palliative Care Chaplain
Medical University of South Carolina

**Patrick J. Coyne, MSN, ACHPN, ACNS-BC,
FAAN, FPCN**

Director of Palliative Care
Medical University of South Carolina

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Carla Davis

Chief Operating Officer
Heart of Hospice

Roberta Lynn DeBiasi, MD, MS

Chief, Division of Pediatric Diseases
Co-Director, Congenital Zika Program
Children's National Hospital
Professor of Pediatrics and Microbiology,
Immunology and Tropical Medicine
George Washington University School of
Medicine & Health Sciences

Harvey V. Fineberg, MD, PhD

President, Gordon and Betty Moore
Foundation
Chair of the NASEM Standing Committee on
Emerging Infectious Diseases and 21st
Century Health Threats

Tara Floyd, MPH, BSN, RN, NE-BC,

Executive Director for Children's National
NICU and PICU

Liz Fowler

President and CEO
Bluegrass Care Navigators

Richard J. "Rick" Gilfillan, MD

Independent Consultant
Former CEO, Trinity Health
Former Director, CMMI
Former President and CEO, Geisinger Health
Plan

Kristopher Halsey, PhD, DDiv

Clinical Chaplain and Bereavement Support
Specialist

Pamela S. Hinds, PhD, RN, FAAN

Executive Director, Department of Nursing
Science, Professional Practice & Quality
Research Integrity Officer, Children's
National Hospital
Professor of Pediatrics, School of Medicine
and Health Sciences, George Washington
University

Monica Webb Hooper, PhD

Deputy Director
National Institute on Minority Health and
Health Disparities

Haiden Huskamp, PhD

Henry J. Kaiser Professor of Health Care
Policy, Harvard Medical School

Ashish K. Jha, MD, MPH

Dean, Brown University School of Public
Health

Pat Justis, MA

Executive Director
Rural Health/Office of Community Health
Systems
Health Systems Quality Assurance
Washington State Department of Health

Shreya Kangovi, MD, MSHP

Founder, Executive Director, Penn Center for
Community Health Workers
Associate Professor of Medicine,
University of Pennsylvania

Simmy King, DNP, MS, MBA, RN-BC, NE-BC, CHSE

Chief of Nursing Informatics
Children's National

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Daniela J. Lamas, MD

Pulmonary and Critical Care, Internal
Medicine, Brigham & Women's Hospital
Instructor in Medicine at Harvard Medical
School
Associate Faculty at Ariadne Labs

**Elaine Larson, RN, PhD, FAAN, FIDSA,
FSHEA, FAPIC**

Anna C. Maxwell Professor of Nursing
Research Emerita and Special Lecturer
School of Nursing
Professor of Epidemiology Emerita, Mailman
School of Public Health, Columbia University
Scholar in Residence, New York Academy of
Medicine

Terri Maxwell PhD, APRN

General Manager and Chief Clinical Officer
Turn-Key Health, a CareCentrix Company

Purva Rawal, PhD

Chief Strategy Officer
CMMI

Joe Rotella, MD

Chief Medical Officer
American Academy of Hospice and Palliative
Medicine

Jacob J. Strand, MD

Internist, Palliative Care Specialist, Mayo
Clinic

Judith A. Salerno, MD, MS

President
New York Academy of Medicine

Rodney O. Tucker, MD, MMM, FAAHPM

Professor of Medicine
Interim Division Director- Gerontology,
Geriatrics and Palliative Care
Director, UAB Center for Palliative and
Supportive Care

**Susan Elizabeth Wang MD, FAAHPM,
HMDC**

SCAL Chief, Dept of Geriatrics & Palliative
Medicine
SCAL Medical Director, Life Care Planning &
Serious Illness Care
National Lead, Palliative Care, Kaiser
Permanente

Meaghann Weaver, MD, MPH, PhD

Health Care Ethicist
VACO National Center for Ethics in
Healthcare

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**Caring for People with Serious Illness during the COVID-19 Pandemic:
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SPEAKER AND MODERATOR BIOGRAPHIES



Claire K. Ankuda, MD, MPH, MSc is an Assistant Professor in the Department of Geriatrics and Palliative Medicine at the Icahn School of Medicine at Mount Sinai. Dr. Ankuda is a health services researcher who aims to assess the impact of payment policies and health systems on outcomes for seriously ill older adults and their families. A Vermonter, she earned an MD from the University of Vermont and a MPH from the Harvard School of Public Health before going to the University of Washington for family medicine residency. She was then a Robert Wood Johnson Clinical Scholar at the University of Michigan. Following this, she completed a Palliative Medicine fellowship at Mount Sinai. She is currently funded through a Paul B. Beeson Emerging Leaders Career Development Award through the National Institute on Aging.



Nubia Armenta is a community health specialist at AltaMed. Nubia helps her patients find jobs, apply for Cal-fresh, get pandemic EBT, pay bills, pursue legal protection, and enroll in food assistance programs, among many other responsibilities. Prior to joining AltaMed, Nubia lead pre-diabetes classes for Brook Health. Nubia also has 6 years of experience as a health coach, lifestyle coach, and personal trainer. She is a master trainer for Temple University College of Public Health, where she trains others to become National Diabetes Prevention Program lifestyle coaches. Nubia also coaches over 200 corporate employees on a monthly basis, is a certified cross fit instructor, and a stretch specialist at LA Fitness.



Lori Bishop, MHA, BSN, RN, CHPN, is a healthcare nurse executive focused on innovative and transformational interdisciplinary care delivery models for the vulnerable seriously ill population. Lori has an extensive clinical background in hospice and palliative care. Her current position is Vice President of Palliative and Advanced Care at NHPCO. Previously, Lori was the Chief Advanced Illness Management (AIM) Executive for Sutter Health serving an average daily census of 2500 seriously ill patients across Northern California. Under her leadership, the Sutter Health AIM program reduced total program cost by 13% two consecutive years while achieving full performance for quality metrics. In 2017, she restructured the program including widespread implementation of primary palliative care in home health; implemented a standard palliative care patient satisfaction survey through a national vendor; implemented daily huddle, bi-weekly case conference, and monthly care conference leveraging patient level data to drive performance and care coordination. AIM received the inaugural Vanguard Award from the California Hospital Quality Institute in 2016. In her previous executive role at UnityPoint Health, Lori facilitated the creation of a system-wide palliative care program across care settings by developing standard clinical, operational,

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satisfaction, and financial metrics across sites of service. The system-wide integrated Palliative Care program received the prestigious Circle of Life Award in 2013. The team enhanced and optimized the electronic health record to pull clinical data for metric reporting and shared their build with other Epic users.



L. Ebony Boulware, MD, MPH is a general internist, physician-scientist and clinical epidemiologist focused on improving health and health equity for individuals and communities affected by chronic health conditions such as kidney disease. A national thought leader in health equity, she has identified patient, clinician, system, and community-level barriers that result in disparate outcomes for Black and other minoritized individuals. Using pragmatic trials, she has developed successful interventions, shaped guidelines, raised physician awareness and changed clinical practice. Throughout her work, Dr. Boulware has sought to improve transparency and trustworthiness in science and medicine. Dr. Boulware is also the Chief of the Duke Division of General Internal Medicine in the Department of Medicine, and she directs the Duke Clinical and Translational Science Institute as Vice

Dean for Translational Science, and Associate Vice Chancellor for Translational Research. Her research has been continuously funded by the National Institutes for Health, the Patient Centered Outcomes Research Institute, and other organizations throughout her career. She has published over 200 manuscripts, book chapters, and editorials, and she mentors numerous students, residents, fellows, and faculty members. Dr. Boulware is an elected member of the American Society for Clinical Investigation, the National Academy of Medicine, and the American Academy of Arts and Sciences.



Brynn Bowman, MPA is Chief Executive Officer of the Center to Advance Palliative Care (CAPC), and presides over the organizational and content strategy that serves more than 1,700 CAPC member health care organizations, including over 70,000 clinicians and administrators. Ms. Bowman, previously CAPC Chief Strategy Officer, succeeds Diane E. Meier, MD. Ms. Bowman is a nationally recognized leader in scaling practice and culture change in health care delivery for people with serious illness. An expert in palliative care education, she specializes in health care leadership; palliative care business and financing; palliative care program design; palliative care education for nonpalliative care specialists; and palliative care delivery during the COVID-19 pandemic.

Her work has been instrumental in the development of clinician engagement and education strategies to equip the U.S. health care workforce with the skills needed to care for patients with serious illness, and their families. In 2020, Ms. Bowman was selected as a Health and Aging Policy Fellow where she is serving with the Senate Finance Committee. In 2019, she was cochair of the National Academies of Sciences, Engineering, and Medicine (NASEM) Roundtable on Quality Care for People with Serious Illness workshop: “Building the Workforce We Need to Care for People with Serious Illness.” In 2016, she won the Brandon Hall Group Silver Excellence in Learning Award for Best Use of Mobile Learning: CAPC Online Curriculum. Ms. Bowman has served on a number of advisory groups, including the C-TAC Summit Development Committee and Moonshot; the Stakeholder Advisory Committee of the American College of Surgeons Geriatric Surgery Verification Program; Aquifer palliative care curriculum development for medical students; and the

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Serious Illness Care Program Implementation Collaborative. In 2018–19, Ms. Bowman led a consensus process to grow the field of pediatric palliative care that codified a road map of priority actions and led to the development of a national coordinating pediatric palliative care task force. Ms. Bowman has characterized palliative care clinical education for nonpalliative care specialists in multiple peer-reviewed publications, including *Health Affairs*, the *Journal of Palliative Medicine*, and the *Journal of the American Geriatrics Society*, among others. She has coauthored multiple CAPC publications, including *Palliative Care in the Home: A Guide to Program Design* (2016) and *The Case for Communication Skills Training*. Formerly vice president of education at CAPC, Ms. Bowman was responsible for developing CAPC's online clinical training curriculum and a wide range of technical assistance that has garnered more than half a million course completions by tens of thousands of clinicians nationwide. Prior to joining CAPC in 2013, Ms. Bowman served as strategy director at LevelUp, a technology company specializing in mobile payment and small-business marketing. Ms. Bowman graduated from Harvard College in 2008 with an AB in biological studies and received her MPA from New York University in 2017.



Jon Broyles, MSc has been the executive director of C-TAC since 2010. He oversees day-to-day operations and sets strategy. Jon has the benefit of drawing on hundreds of innovators' experience and talent in the Coalition. His role is channeling these resources into practical approaches to improve care for those living with advanced illness. Jon received his M.Sc in Philosophy from the University of Edinburgh.



Karen Bullock, PhD, LCSW is Professor and Head of the Department of Social Work at North Carolina State University, in the College of Humanities and Social Sciences. She earned her PhD in Sociology and Social Work from Boston University, her Master's degree in Social Work, from Columbia University, and her Bachelor of Social Work degree from North Carolina State University. She is Affiliate Faculty at the Institute for Collaboration on Health, Intervention, and Policy (InCHIP) at the University of Connecticut. Dr. Bullock has more than 20 years of clinical practice experience in mental health and aging, with interests and expertise in health care disparities and end-of-life care issues. She

is a John A. Hartford Faculty Scholar and serves on several national boards and committees, including Social Work Hospice & Palliative Care Network (SWHPN), the American Cancer Society (ACS) Oncology Social Work Research Peer Review Committee, and is current Chair of the NASW Mental Health Section Committee. Dr. Bullock's research focuses on cancer care and social support for older adults with non-curable illnesses. Her article on The Influence of Culture on End-of-Life Decision Making, won the 2012 Best Article Award by the Routledge Journal of Social Work in End-of-Life & Palliative Care. She has been a leading force in advancing social work practice, education, and training in gerontology, mental health, palliative and end-of-life care. In addition, Dr. Bullock has been quoted in the *Washington Post*, *USA Today* and *LA Times* as an expert in these areas. Dr. Bullock has published and presented nationally and internationally on these topics. She was a Visiting Scholar at the Mailman School of Public Health at Columbia University and

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previously held appointments at the Institute of Living/Hartford Hospital, the University of Connecticut, Salem State College, Smith College, and UNC-Wilmington.



Breanna Burke is a community health worker in Bristol Tennessee with Ballad Health. I have been married to my best friend for 16 years, we have 5 kids and are passionate about foster care and adoption. My husband is a full time assistance pastor and I am the youth leader in our church as well as the coordinator of the Fulfill food ministry. My family is a lover of all things outdoors. We enjoy hiking, bike riding and chasing waterfalls and swimming in whatever swimming hole we can find during our hiking adventures! My husband and I both enjoy working out and body building. Our kids are very involved in sports and community events, which makes our lives very busy but extremely fun filled! Being a CHW is a dream job for me. When I was offered this position two years ago, I was blown away that I could get paid to do what I was already so passionate about doing. I feel thankful and very blessed to be a part of the Rising field of CHW's.



Jarrod A. Carrol, MD credits his decision to pursue a career in geriatrics to seeing his grandparents navigate the health system as well as the effects that their aging had on the entire family. Prior to joining Southern California Permanente Medical Group in 2016, he completed geriatrics fellowship at UCLA, Internal Medicine residency at Wake Forest Baptist Medical Center (Winston Salem, North Carolina) and medical school at Howard University (Washington, DC). In his current role at Kaiser Permanente West LA Medical Center, Dr. Carrol functions as a geriatrics consultant in memory assessment and care as well as staff geriatrician in the postacute rehabilitation and long term care setting. As he continues on his journey, he looks forward to continuing to grow in medicine with interests in healthy aging, memory assessment and care, caregiver health and education, elder abuse, and medical education.



Steven Clauser, Ph.D., M.P.A. is the Director of the Healthcare Delivery and Disparities Research Program at the Patient-Centered Outcomes Research Institute (PCORI). He is a health services and outcomes researcher with over 25 years of research management experience. Dr. Clauser is responsible for developing PCORI's research program that manages over 245 comparative effectiveness research studies addressing two of PCORI's national research priorities related to Improving Healthcare Systems and Addressing Disparities. His program compares alternative health system strategies (e.g., use of personnel, technology, incentives, policies) and new delivery models, including telehealth, to improve patient-centered outcomes, as well as to improve health equity and address health care disparities, in a broad range of clinical and health system domains. Dr. Clauser's research team has placed considerable emphasis on the evaluation of telehealth strategies during the COVID 19 pandemic. Dr. Clauser previously held the positions of Associate Director for the National Cancer Institute's (NCI) Community Oncology Research Program where he co-designed the development of a national network of oncology practices to support community participation in cancer clinical trials. He also was Chief of NCI's Outcomes Research

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Branch and co-director of NCI's Community Cancer Centers Program where he developed and managed a variety of research projects related to improving cancer treatment for individuals of diverse race and ethnicity. Before coming to NCI, Dr. Clauser served in a number of senior research management positions at the Centers for Medicare and Medicaid Services, as well as with the Assistant Secretary of Defense for Health Affairs. He has over 90 publications related to health services and outcomes research and has participated in several national committees and advisory groups on these topics.



Claude Clements was born in Philadelphia Pa. in 1969 and was educated in the Philadelphia Public School system. Track and Field was Claude's first love at an early age, running was all a poor family had to do in Southwest Philadelphia back in the pre-video game and pre-cell phone era. Claude would bet kids in school and around the neighborhood that he could out run them for lunch money and never lost. Claude also found a love for working with younger children with disabilities and was hired by the Philadelphia Child Psychiatry Center of North Philadelphia as a "Surrogate Big Brother" in 1985 until he graduated High school in 1987. Claude returned home from college

and continued his work with children and families in many different capacities over the next 30 years from residential aide in Mental Health facilities to case management in prevention programs. Claude was hired as a Community Health Worker in Penn's Impact program in 2018 and was promoted to Program Manager in 2020.



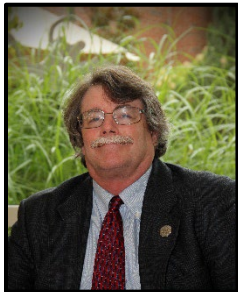
Susan E. Cohen, MD, FAAHPM graduated from Icahn School of Medicine (formerly Mount Sinai) and completed residency training in internal medicine at Mount Sinai Hospital. She joined the staff at the James J. Peters VA Medical Center in 2000 as a primary care physician with an interest in Palliative Care. She went on to complete board certification in Hospice and Palliative Medicine in 2005. While at the VA, she developed a formal outpatient palliative care clinic for veterans, was Co-Director of the accredited Interdisciplinary Palliative Care Fellowship Program, and Director of the Palliative Care Program. Dr. Cohen joined the NYU/Bellevue Hospital Center Palliative Care Program in 2008 as the

Director and joined the faculty of the NYU School of Medicine. Since joining Bellevue/NYU Dr. Cohen served as the co-chair of the NYC Health and Hospitals (NYC H+H) Corporation Palliative Care Council from 2009-2016. In addition she has served on several committees including the Bellevue Ethics Committee, Greater NY Hospital Association Palliative Care Leadership Network and CAPC advisory board for CAPC- IPAL Outpatient Project. She was named a fellow in the American Academy of Hospice and Palliative Medicine and is one of the co-founders of the Safety Net special interest group within the Academy. She was given the NYC H+H Doctors Day award in 2018 and is now the Clinical Service Line lead for palliative care in the NYC H+H system. While at Bellevue Hospital, she has led the program's development of a robust and growing consultation service, thriving outpatient palliative care service, accredited hospice and palliative medicine fellowship and successful Joint Commission Palliative Care Accreditation. Her areas of interest are program development, palliative care in underserved populations and safety net issues, education, advance care planning, and outpatient palliative medicine.

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Hannah Coyne, MCS, BCC-PCHAC is a palliative care chaplain at the Medical University of South Carolina in Charleston, SC. She completed her studies at Georgetown University and Regent College. She did a year-long postgraduate residency in Clinical Pastoral Education with Roper St. Francis Healthcare in Charleston, SC. She is a Board Certified Chaplain with an advanced certification in palliative care and hospice through the Association of Professional Chaplains.



Patrick J. Coyne, MSN, ACHPN, ACNS-BC, FAAN, FPCN is Clinical Nurse Specialist, Assistant Professor and Director for Palliative Care at the Medical University of South Carolina in Charleston, SC. He developed and oversees an interdisciplinary team of health care professionals in providing exceptional palliative care. Mr. Coyne serves as a member of institution's Medical and Nursing faculty. He has published over a hundred articles related to pain management, symptom control, and palliative care as well as conducting research studies. Mr. Coyne has received the Peaceful Death in American and Mayday Pain and Society Scholarships and has been awarded the Oncology Nursing Society's Excellence in Pain Management and a Schering Lectureship Recipient. He was named one of the 30 Visionaries in the field by the American Academy of Hospice and Palliative Medicine in 2013. A member of numerous organizations, he is one of the original four ELNEC consultants Mr. Coyne has worked diligently to improve pain management and palliative care nationally and internationally.



Carla Davis serves as the Senior Vice President of Hospice Operations at LHC Group. She leads the hospice service line by consistently contributing her extensive industry knowledge that developed from thirty years of nationally recognized hospice experience, twenty-two of which were in executive leadership roles. She has diverse compliance, operational, and sales experience, including roles as Chief Executive Officer, Chief Operating Officer of VistaCare, and Vice President of Sales and Marketing at Heartland Home Health Care and Hospice, a division of HCR ManorCare. Further, Carla has expertise in both same store and organic growth. She has a strong background in compliance, including experience with one of the country's largest Medicare Administrative Contractors, Palmetto GBA, educating and regulating hospice providers. Carla has helped initiate and execute hundreds of hospital and hospice partnerships across the country. She proudly serves as a board member for the National Hospice and Palliative Care Organization and as the President of the Louisiana and Mississippi Alliance for the Advancement of End-of-Life Care.

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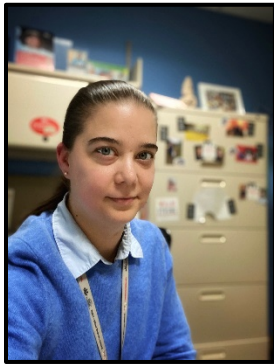
Roberta Lynn DeBiasi, MD, MS is Chief of the Division of Pediatric Infectious Diseases at Children's National Hospital in Washington DC. She holds appointments as tenured Professor of Pediatrics and Microbiology, Immunology and Tropical Medicine at George Washington University School of Medicine as well as Principal Investigator in the Center for Translational Research within Children's Research Institute. After graduating Phi Beta Kappa from Boston University, she received her Doctorate in Medicine at the University of Virginia School of Medicine and completed Pediatrics internship and residency at the University of California, Davis Medical Center. She completed her fellowship in Pediatric Infectious Diseases at the University of Colorado/Denver Children's Hospital and served on the faculty for ten years in Denver, prior to joining Children's National/GWU in 2005. Dr. DeBiasi treats normal and immunocompromised children hospitalized with severe infections at Children's National Hospital. She is designated as a Top Doctor for Northern Virginia and by Washingtonian Magazine. She is Co-Lead of the CNHS Emerging and Highly Contagious Infectious Disease Task Force (including Ebola and COVID-19), the Acute Flaccid Myelitis Task Force, and the CNHS Congenital Infection Program (including Zika virus), interfacing with regional, national and international authorities in these roles. She is the institutional lead of the Lyme Clinical Trials Network. Dr. DeBiasi's research expertise includes basic science as well as clinical/translational research. She serves as Principal Investigator for multiple projects and clinical trials focusing on severe and emerging viral infections, and Lyme disease. Research awards have included the Infectious Diseases Society of America Young Investigator Award, as well as the John Horsley Prize from UVA. She co-leads Zika-focused research in the US and South America in pregnant women and infants and leads COVID-19 research at Children's National. She is Principal Investigator for a 6-year comprehensive follow up study of children with COVID-19 and MIS-C in collaboration with the National Institutes of Health, as well as a study focused on long term outcomes in children with all stages of Lyme disease. Dr. DeBiasi has authored nearly 100 original peer-reviewed research, review articles, and book chapters. She greatly enjoys teaching and mentoring graduate and medical students, residents, and fellows in the classroom, the hospital wards, and in research. She is also actively engaged in continuing medical education for community physicians, outreach to the community, and educating the public via media appearances on NPR radio, local and national newspaper and television.



Harvey V. Fineberg, MD, PhD is president of the Gordon and Betty Moore Foundation. He previously served as president of the U.S. Institute of Medicine (now National Academy of Medicine), as provost of Harvard University, and as dean of the Harvard Chan School of Public Health. Prior to joining a philanthropic foundation, he devoted most of his academic career to the fields of health policy and medical decision-making. His past research has focused on global health, assessment of medical technology, evaluation and use of vaccines, and dissemination of medical innovations. Dr. Fineberg previously chaired the boards of the Carnegie Endowment for International Peace and the William and Flora Hewlett Foundation. He chairs the board of the Science Philanthropy Alliance, is a member of the China Medical Board, and served on the boards of the Josiah Macy, Jr. Foundation and the Association FXB (USA). He helped found and served as president of the Society for Medical Decision Making. Dr. Fineberg serves on the editorial board of the New England Journal of Medicine and in a number of advisory capacities, including the foresight committee of the Veolia Environment

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Institute and scientific advisory board of the Singapore National Research Foundation. He chairs the advisory board of the Peterson Center on Healthcare, co-chairs the inaugural international advisory board of Tsinghua University Vanke School of Public Health, and chairs the U.S. National Academies standing committee on emerging infectious diseases and 21st century health threats. Dr. Fineberg is co-author of the books *Clinical Decision Analysis*, *Innovators in Physician Education*, and *The Epidemic That Never Was*, an analysis of the controversial U.S. immunization program against swine flu in 1976. He has co-edited books on such diverse topics as AIDS prevention, vaccine safety, understanding risk in society, and global health and has authored numerous articles published in professional journals. Dr. Fineberg is the recipient of several honorary degrees, the Frank A. Calderone Prize in Public Health, the Henry G. Friesen International Prize in Health Research, and the Harvard Medal, awarded by the alumni association of the university from which he earned his bachelor's and doctoral degrees.



Tara Floyd, MPH, BSN, RN, NE-BC is currently the Executive Director for Neonatal and Pediatric intensive Care Nursing, and the interim director for Inpatient Heart Institute Nursing, at Children's National Hospital in Washington, DC. Tara holds a Master of Public Health degree in Maternal and Child Health from Boston University as well as Bachelor's degrees in Natural Sciences and Nursing. Tara is also board-certified as a Nurse Executive. She has presented nationally and published on topics including reducing bloodstream infections, use of donor human milk, and care of pediatric patients admitted during the Ebola Virus Disease outbreak in 2014-2015. Tara was as a mayoral appointee to The Child Fatality Review Committee in Washington, DC, and serves as a member of the DC Health

Professional Emergency Reserve Corps. Tara's other special interests include care of the extremely low birth weight infants and providing developmentally appropriate care in all settings. As an identical twin and former NICU baby herself, Tara is especially grateful to be personally involved in improving care for today's pediatric patients and families.



Liz Fowler, MPH is the President and CEO of Bluegrass Care Navigators, a Kentucky-based national leader in delivering high quality end-of-life care and a pioneer in developing new programs that are responsive to the evolving needs of seriously ill patients and their families in both rural and urban communities. The organization is a two-time Circle of Life award winner and named one of Modern Healthcare's and Kentucky's Best Places to Work. For more than 30 years Liz has brought leadership and a commitment to innovation in health care and nonprofit organizations in Kentucky, Florida and California. Liz is a nationally recognized leader in hospice and palliative care and currently is an active member of the National Hospice and Palliative Care Organization's board of directors, past president of the Kentucky Association of Hospice and Palliative Care, faculty member for the Center to

Advance Palliative Care's Palliative Care Leadership Center (PCLC), advisory committee member for the Foundation for a Healthy Kentucky, and member of the editorial board for Medical News. Liz has a master of public health degree from the UCLA, a Bachelor of Science degree and is certified in gerontology from Syracuse University.

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Richard J. "Rick" Gilfillan, MD is currently an independent consultant working with non-profit organizations to advance High Value Care in America. He was the CEO of Trinity Health, a \$19 billion Catholic health system that serves communities in 22 states from 2013 to 2019. Trinity Health provided care for more than 6 million individuals annually through an integrated health system that included 7,800 employed physicians and clinicians; 94 hospitals and hundreds of outpatient facilities; PACE, homecare and hospice programs; and senior living facilities. During his tenure Trinity Health implemented their People Centered 2020 strategy to transform into an Accountable People Centered Health System. Trinity Health's Clinically Integrated Networks, included 15,000 physicians and clinicians that were accountable for improving outcomes for 1.5 million individuals and managing total medical expenses of \$10 billion. Throughout his career Gilfillan has developed and worked with teams to build successful care delivery systems in the for-profit and not-for-profit sectors focused on delivering high-value care for people and communities. As the first director of the Center for Medicare and Medicaid Innovation (CMMI), he recruited a team that launched the Center in 2010 and worked quickly with payers and providers to develop innovative models for improving patient care and reducing costs. Prior to his appointment at CMMI, Gilfillan was president and CEO of Geisinger Health Plan and executive vice president of insurance operations for Geisinger Health System. Previously, he was the senior vice president for national network management at Coventry Health Care. He also served as the Chief Medical Officer for Independence Blue Cross. Gilfillan began his career as a board-certified family medicine physician and helped established the Winchendon Community Health Center in Massachusetts. He earned his undergraduate and medical degrees from Georgetown University and an MBA degree from the Wharton School of the University of Pennsylvania.



Kristopher Halsey, PhD, DDiv is a loss, grief and bereavement specialist and co-chair of the ethics committee for a hospice provider in Philadelphia, Pennsylvania. He also works per diem at a local rehabilitation hospital, as a Chaplain/Spiritual Care provider. Dr. Halsey serves as a faculty/staff member for the End-of-Life Nursing Education Consortium (ELNEC). Dr. Halsey holds degrees in theology and pastoral psychology. He is a sought after speaker, specializing in topics relating to: loss, grief, and bereavement; end of life care; compassion fatigue; medical ethics; and spiritual care in health care. He has also appeared as a guest on numerous radio broadcasts, and has been published in a national health care magazine. He has over twenty years of experience working as a clinical chaplain, and providing spiritual and psychosocial support to patients and their families at the end of life. When he is not working with patients, he serves as the senior pastor at a local community church, in Philadelphia, which he founded in 2007. Dr. Halsey has a passion to see lives change and lend a helping hand to those in need. He lives by the principle, "If you love what you do, you will never work a day in your life!"

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Pamela S. Hinds, PhD, RN, FAAN is the William and Joanne Conway Chair in Nursing Research and Executive Director of the Department of Nursing Science, Professional Practice, and Quality, and the Research Integrity Officer at Children's National Health System, and Professor of Pediatrics at the George Washington University School of Medicine. Dr. Hinds has expertise in the care of children with cancer and in the development of effective team care to meet the immediate and long-term needs of children and their families. Her research focuses on decision making in pediatric oncology, coping and adolescents, the good parent concept in end-of-life care, and the experience of pediatric oncology nurses. She was founding director of the Division of Nursing Research at St. Jude Children's Research Hospital, where she led the nursing research program for more than two decades. Dr. Hinds served on NCI's Symptom and Quality of Life Scientific Committee and was the co-director of the Patient-Reported Outcomes (PRO) Resource Center for the Children's Oncology Group. She also served on the National Quality Forum's panel on palliative and end-of-life care in America, the 2003 IOM Committee on Palliative and End-of-Life Care for Children and Their Families, and the 2015 IOM Committee on Dying in America. She is the Editor-in-Chief of *Cancer Nursing: An International Journal of Cancer Care*. Dr. Hinds received her undergraduate degree magna cum laude from the University of Vermont, Burlington, and her M.S.N. in psychiatric nursing (summa cum laude) and Ph.D. in clinical nursing research from the University of Arizona, Tucson.



Monica Webb Hooper, PhD is Deputy Director of the National Institute on Minority Health and Health Disparities (NIMHD). She works closely with the Director, Dr. Pérez-Stable, and the leadership, to oversee all aspects of the institute and to support the implementation of the science visioning recommendations to improve minority health, reduce health disparities, and promote health equity. Dr. Webb Hooper also co-leads Working Groups for NIH-wide initiatives to understand and address the disproportionate impacts of COVID-19 among populations with health disparities. Dr. Webb Hooper is an internationally recognized translational behavioral scientist and licensed clinical health psychologist. She has dedicated her career to the scientific study of minority health and racial and ethnic disparities, focusing on chronic illness prevention and health behavior change. Her program of community engaged research focuses on understanding multilevel factors and biopsychosocial mechanisms underlying modifiable risk factors, such as tobacco use and stress processes, and the development of community responsive and culturally specific interventions. Her goals are to (1) contribute to the body of scientific knowledge, (2) make a meaningful and positive difference in the lived experiences of medically underserved communities, (3) return research findings into communities with high need, and (4) facilitate the training of the next generation of minority health and health disparities scientists. Before joining NIMHD, Dr. Webb Hooper was a Professor of Oncology, Family Medicine & Community Health and Psychological Sciences at Case Western Reserve University. She was also Associate Director for Cancer Disparities Research and Director of the Office of Cancer Disparities Research in the Case Comprehensive Cancer Center. During her time as a professor, Dr. Webb Hooper directed the Tobacco, Obesity, and Oncology Laboratory, was principal investigator of multiple federal and foundation grants, and trained dozens of underrepresented trainees at all levels. To date, she has published over 95 peer-reviewed articles and book chapters. Dr. Webb Hooper completed her

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doctorate in clinical psychology from the University of South Florida, internship in medical psychology from the University of Florida Health Sciences Center, and her Bachelor of Science from the University of Miami.



Haiden Huskamp, PhD, is a health economist and the 30th Anniversary Professor of Health Care Policy at Harvard Medical School. Dr. Huskamp has three primary areas of research: 1) the financing and utilization of end-of-life care services; 2) mental health and substance use disorder policy; and 3) prescription drug policy. Dr. Huskamp's research on end-of-life care has examined the changing characteristics of the hospice industry and the effects of industry changes on the provision of end-of-life care, the timing of discussions about hospice care that occur between physicians and patients, and patient-level variation

in hospice costs. She served on the Centers for Medicare and Medicaid Services Technical Expert Panel for Hospice Payment Reform and on the Institute of Medicine Committee on Care for Children Who Die and Their Families. Dr. Huskamp recently authored a paper on the financing of end-of-life care services published in the Institute of Medicine report "Dying in America."



A practicing physician, **Ashish K. Jha, MD, MPH**, is recognized globally as an expert on pandemic preparedness and response as well as on health policy research and practice. He has led groundbreaking research around Ebola and is on the frontlines of the COVID-19 response, leading national and international analysis of key issues and advising state and federal policy makers. Dr. Jha has published more than two hundred original research publications in prestigious journals such as the New England Journal of Medicine, JAMA and the BMJ, and is a frequent contributor to a range of public media. He has extensively researched how to improve the quality and reduce the cost of health care, focusing on the impact of public health policy nationally and around the globe. On September 1, 2020 Dr. Jha started his role as the Dean of the School of Public Health at Brown University. Before that, Dr. Jha was a faculty member at the Harvard T.H. Chan School of Public Health since 2004 and

Harvard Medical School since 2005. He was the Faculty Director of the Harvard Global Health Institute from 2014 until September 2020. From 2018 to 2020, he served as the Dean for Global Strategy at the Harvard T.H. Chan School of Public Health. A general internist previously with the West Roxbury VA in Massachusetts, Dr. Jha now practices at the Providence VA Medical Center. Dr. Jha was born in Pursaulia, Bihar, India in 1970. He moved to Toronto, Canada in 1979 and then to the United States in 1983. In 1992, Dr. Jha graduated Magna Cum Laude from Columbia University with a B.A. in economics. He received his M.D. from Harvard Medical School in 1997 and then trained as a resident in Internal Medicine at the University of California, San Francisco. He returned to Boston to complete his fellowship in General Medicine from Brigham and Women's Hospital and Harvard Medical School. In 2004, he completed his Master of Public Health degree at the Harvard T.H. Chan School of Public Health. He was elected to the National Academy of Medicine in 2013.

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Pat Justis, MA directs the State Office of Rural Health at Washington State Department of Health, leading a team of 12 professionals. A current initiative involves a public-private partnership to integrate palliative care in rural communities across multiple community settings. Previously Pat directed Washington's statewide and regional patient-centered medical home collaboratives, and she also facilitated quality improvement teams in an acute care hospital. She has nearly 40 years of experience in public health, health care, and human services settings. Pat holds a Master of Arts in Counseling and Community Psychology from St. Martin's University.



Shreya Kangovi, MD, MSHP founding Executive Director of the Penn Center for Community Health Workers, and an Associate Professor at the University of Pennsylvania Perelman School of Medicine, is a leading expert on improving population health through evidence-based community health worker programs. Dr. Kangovi founded the Penn Center for CHWs, a national center of excellence dedicated to advancing health in low-income populations through effective community health worker programs. She has authored numerous scientific publications and received over \$25M in funding, including federal grants from the NIH and PCORI. She is the recipient of the 2019 Robert Wood Johnson Foundation Health Equity Award, an elected member of the American College of Physicians and a member of the National Academies of Sciences, Engineering, and Medicine's Roundtable on the Promotion of Health Equity.



Simmy King, DNP, MS, MBA, RN-BC, NE-BC, CHSE is the Chief Nursing Informatics & Education Officer at Children's National Hospital, a top 10 pediatric hospital in Washington, DC. Dr. King has more than 20 years of nursing leadership experience, and 25 years as a pediatric nurse. In her current role, she is accountable for the development and strategic implementation of information systems, technology, and education to advance safe, effective, and equitable interprofessional clinical practice. Her most recent interprofessional collaborations and research efforts have focused on trauma informed care, academic/practice partnerships and diversity, equity and belonging. Dr. King successfully led Children's National Transition to Practice Program for Nurse Residents in attaining accreditation with distinction from American Nurses Credentialing Center (ANCC) Practice Transition Accreditation Program (PTAP) in 2019, and accreditation for Children's National Simulation Program in Teaching/Education and System Integration from the Society for Simulation and Healthcare in 2021. Dr. King currently serves as an ANCC PTAP appraiser for organizations seeking new accreditation or accreditation renewal for nurse residency and/or nurse fellowship programs. Dr. King has served on boards at the local, state, and national level, including current service as an appointed board member for the American Organization for Nursing Leadership (AONL). In September 2021, Dr. King was elected as AONL Treasurer for a 3-yr term to begin in Jan 2022. Dr. King also served as an appointed board member for the DC Board of Nursing from 2012-2015, elected as Vice Chair from 2013-2015. In May 2021, Dr. King was appointed by the City of Fairfax Mayor and city council members to serve as a member of the Commission for Women. The Commission for Women advises city officials on legislative and policy matters relating to women and advocating to address their needs.

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Daniela J. Lamas, MD is a pulmonary and critical care physician at Brigham & Women's Hospital in Boston MA and an assistant professor at Harvard Medical School. Following graduation from Harvard College, she worked as a medical reporter for the Miami Herald and then went on to earn her MD at Columbia University College of Physicians & Surgeons, where she also completed internship and residency. She then returned to Boston for her subspecialty fellowship. She is also a writer, whose first book, *You Can Stop Humming Now: A Doctor's Stories of Life, Death and In Between*, was published by Little, Brown in 2018. She is a contributing opinion writer at the New York Times and a co-producer of the TV medical drama, *The Resident*.



Elaine Larson, RN, PhD, FAAN, CIC is currently Professor Emerita and Special Lecturer, School of Nursing and Professor Emerita of Epidemiology at Columbia University, and Senior Scholar in Residence, New York Academy of Medicine. She was Associate Dean for Research and Anna C. Maxwell Chair of Nursing Research, School of Nursing and Professor of Epidemiology, Mailman School of Public Health, Columbia University, from 1998-2019 and Dean, School of Nursing, Georgetown University, 1992-98. Dr. Larson has been a member of the Board of Directors, National Foundation for Infectious Diseases and the Report Review Committee, National Academy of Sciences. She received the first Pathfinder Award from the National Institute of Nursing Research, an International Nurse Researcher Award from Sigma Theta Tau International, and the Hygieia Medal, Rudolf Schülke Foundation. She is a fellow in the National Academy of Medicine, the Association for Professionals in Infection Control and Epidemiology, the Society for Healthcare Epidemiologists of America, and the Infectious Diseases Society of America, and was Editor of the American Journal of Infection Control for 25 years (1995-2019). She has published more than 350 journal articles, four books and a number of book chapters in the areas of infection prevention, epidemiology, and clinical research. Dr. Larson has been principal investigator of several federally funded studies including an interdisciplinary training grant and a research center to prevent infections and reduce antimicrobial resistance from NIH, an AHRQ-funded project to examine the relationship between hospital infections and nurse staffing, and a CDC-funded grant to reduce transmission of influenza in the community. She is one of the pioneers of research related to hand hygiene, having published some of the earliest seminal studies demonstrating the impact of alcohol-based hand sanitizers on reducing infections, and she was one of the co-authors of the CDC and the WHO guidelines for hand hygiene among healthcare professionals. During the first four months of the COVID-19 pandemic, she curated a website of peer reviewed research related to the virus and is serving as the infection prevention and control consultant for the New York Academy of Medicine as well as their re-opening task force during the pandemic. Currently, Dr. Larson is a member of the President's Advisory Committee to Combat Antibiotic Resistance and the Certification Board for Infection Control. She is also collaborating on a project through the NY Academy of Medicine and Yale School of Nursing to conduct an environmental scan regarding the status of infection prevention and control and to develop training material for staff in long term care and nursing homes, which is more important than ever because of the serious toll in morbidity and mortality from COVID-19 in these facilities.

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Terri Maxwell PhD, APRN is the General Manager of Turn-Key Health, a population health home-based palliative care company. In this role, Terri is responsible for managing the business unit and directing go to market strategy and messaging. As Chief Clinical Officer she is responsible for clinical care development, strategy, delivery, competence, and quality. Terri practiced as an advanced practice nurse in oncology for over 20 years before focusing her career on improving care for persons with serious and advanced illness. She received a bachelor's degree in nursing from the University of Rhode Island and a master's and PhD from the University of Pennsylvania. Terri is a Soros Faculty Scholar for the Project on Death in America and a graduate of the Harvard Program in Palliative Care Education and Practice and a Respecting Choices certified instructor. She is a widely published author, a frequent presenter at state and national meetings, and the 2020 recipient of the University of Pennsylvania School of Nursing's Award for Innovation.



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



Judith A. Salerno, MD, MS is the President of The New York Academy of Medicine and is leading its strategic vision to advance health equity. A physician executive and one of the nation's pre-eminent leaders in health and health care, Dr. Salerno most recently served as President and Chief Executive Officer of Susan G. Komen™, the world's largest breast cancer organization, with over \$2.9 billion invested in research, community health and advocacy since 1982. During her tenure from 2013 to 2016, she oversaw global operations, guided the development of a new strategic direction and re-branding for the organization, and directed the launch of an innovative \$27 million, 10-city health equity initiative. She joined Komen from the Institute of Medicine (IOM), now the National Academy of Medicine, where she was the Leonard D. Schaeffer Executive Officer, serving as executive director and chief operating officer. In that role, she was responsible for directing the IOM's research and policy programs and guiding the Institute's operations on a daily basis. While at IOM, she led its partnership with HBO to create an Emmy-nominated documentary series in 2013 on America's obesity epidemic, *The Weight of the Nation*, and co-authored a companion book that examined the crisis and proposed solutions. Previous to IOM, Dr. Salerno served as Deputy Director of the National Institute on Aging (NIA) at the National Institutes of Health, U.S. Department of Health and

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Human Services. She oversaw the Institute's research into aging, including research on Alzheimer's and other neurodegenerative diseases, frailty and function in late life, and the social, behavioral and demographic aspects of aging. In that role, she designed public-private initiatives to address aging stereotypes, novel approaches to support training of new investigators in aging, and programs to communicate health and research advances to the public. She directed the continuum of Geriatrics and Extended Care programs across the nation for the U.S. Department of Veterans Affairs (VA), Washington, D.C., where she launched widely recognized national initiatives for pain management and improving end-of-life care. As Associate Chief of Staff at the VA Medical Center in Washington, D.C., Dr. Salerno developed and implemented innovative approaches to geriatric primary care and coordinated area-wide geriatric medicine training. She co-founded the Washington D.C. Area Geriatric Education Center Consortium, a collaboration of more than 160 educational and community organizations within the Baltimore-Washington region. Dr. Salerno was elected as a member of the National Academy of Medicine in 2018 and was elected as a Fellow of The New York Academy of Medicine in 2017. She currently serves as a Member of the National Academy of Medicine Roundtable on Quality Care for People with Serious Illness, on the Advisory Board of the USC Schaeffer Center for Health Policy and Economics, and as Commissioner of the Lancet Commission on Global Access to Palliative Care and Pain Control. A board-certified physician in internal medicine, Dr. Salerno earned her MD degree from Harvard Medical School in 1985 and a Master of Science degree in Health Policy from the Harvard School of Public Health in 1976. She recently relocated to New York City from Dallas, has three children and is an avid baseball fan.



Jacob J. Strand received his M.D. from the Mayo Clinic College of Medicine in Rochester, MN and subsequently completed his residency training in internal medicine at Brigham and Women's Hospital in Boston, Massachusetts. He remained in Boston for palliative medicine training at the Harvard Palliative Medicine Fellowship Program before returning to Mayo Clinic. Dr. Strand is Associate Professor of Medicine, Mayo Clinic College of Medicine and Sciences and Associate Chair, Division of Community Internal Medicine, Geriatrics and Palliative Care. He also serves as the integrated Enterprise Chair, Mayo Clinic Palliative Care Specialty Council. His clinical work is focused in the outpatient Symptom Management, Pain and Quality of Life Clinic at Mayo Clinic in Rochester as well as the Inpatient Palliative Care Unit. His clinical research interests center around the integration of palliative medicine into the care of patients with cancer and advanced cardiac disease, novel models for the management of cancer-related pain and developing predictive analytics for patient identification in palliative care.

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Rodney O. Tucker, MD, MMM, FAAHPM, was born in Gadsden, Alabama and attended Litchfield High School graduating in 1980. He then attended UAB and received his undergraduate degree in Biology with a minor in Chemistry and Social Work in 1984. After a year of graduate work at UAB, he entered the University of Alabama School of Medicine and graduated in 1989. Dr. Tucker served an internship and residency in Internal Medicine at Carraway Methodist Medical Center from 1989-1992 and then served as Chief Resident from 1992-1993. At that time he entered private practice in Internal Medicine at Medical Center East in Birmingham where he practiced until December of 2001. Dr. Tucker joined the Center for Palliative and

Supportive Care at UAB in January of 2002. Dr. Tucker is currently serving as Director for the Center for Palliative and Supportive Care since 2013, the Ritchie Endowed Chair since 2016 and the Chief Experience Officer for UAB Medicine since 2013. Over the 6 years prior to joining the Center, Dr. Tucker also served as the Medical Director for Alacare Home Health and Hospice. He is board certified in Internal Medicine as well as Hospice and Palliative Medicine and his interests include palliative care in chronic illnesses such as heart failure and HIV. Dr. Tucker is also interested in the delivery of healthcare and the systems involved in providing comprehensive palliative care across settings. Dr. Tucker likes to travel to warm climates and is an avid collector of American art, pottery and works by local artists.



Susan Elizabeth Wang, MD, FAAHPM, HMDC is the regional chief of Geriatrics & Palliative Medicine for the Kaiser Permanente Southern California Permanente Medical Group. She is also the Medical Director for Life Care Planning, Shared Decision Making and Serious Illness care. Her priority is to improve the lives of people living with serious illness through program development, quality improvement and education. In this role she oversees inpatient palliative care in 15 hospitals, serves as hospice medical director for an agency with an average daily census of 700, leads a robust skilled nursing facility rounding program and supports two dozen geriatric and palliative clinics. She has implemented a life care planning tab in an EPIC-based EMR including an E-POLST, developed a

serious illness care curriculum for physicians and other health disciplines, standardized treatment goals discussions and documentation, and as a result has expanded advance care planning to hundreds of thousands of members. She has integrated decision support into multiple clinical initiatives including COVID-19, renal replacement therapy, ICD implantation, joint replacement, depression treatment and more. Dr. Wang has been a champion of community-based palliative care in Kaiser Permanente and was Co-Investigator on the PCORI Technology-Enabled Home-Based Palliative Care study. She has contributed to multiple publications that include learnings around home care and implementation of goal concordance as a quality indicator. She is director emeritus and founder of the KP Los Angeles Hospice & Palliative Medicine fellowship. She is an assistant clinical professor at UCLA and triple board-certified in Internal, Geriatric and Palliative Medicine while continuing to serve patients and families.

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Meaghann Weaver, MD, MPH, PhD, FAAP currently serves as division chief, Pediatric Palliative Care at the Children’s Hospital and Medical Center and the University of Nebraska Medical Center in Omaha. She graduated from Creighton University Summa Cum Laude with a major in theology and a co-major in African studies. Meaghann thought she would become a linguistic anthropologist but instead entered medicine, which she describes as “a form of humanistic anthropology as we gather narratives and help families make meaning even during times of illness.” After attending medical school at the University of Nebraska Medical Center, she completed her pediatric residency in Virginia and then completed a pediatric oncology/hematology fellowship at St. Jude Children’s Research Hospital with additional research training at DC

Children’s National Health Systems. Dr. Weaver received her public health degree (global health epidemiology) from George Washington University. She then completed palliative care and hospice fellowships at the National Institutes of Health. Her academic interests include health equity, family theory and decisional-paradigms as impacts goals of care, complex symptom management, spirituality, anticipatory grief and bereavement, and implementation science. Dr. Weaver is deeply committed to team science and interdisciplinary team care, citing the ways in which her palliative care social work, chaplain, nursing, massage therapy, and Healing Touch teammates daily inspire her continued work in the field. Dr. Weaver emphasizes that her team’s ability to reach across a rural state with creative programmatic interventions for children with complex, chronic, and critical illness is a testimony to the values and virtues of her teammates. Dr Weaver’s pediatric palliative care team, the Hand in Hand team, received the Circle of Life Citation of Honor in 2019 from the American Hospital Association for their caring work with children with life-limiting diagnoses and their families. Dr Weaver served as Co-Chair of the Society of International Pediatric Oncology Palliative Care Working Group, which allowed her to foster a global network of shared palliative efforts and energies specifically focused on partnerships with teams in low- and middle-income settings. Dr. Weaver shares that the kindness, passion, and collaborations of her palliative partners and mentors across time zones inspires and energizes her ongoing work in the field.

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**Caring for People with Serious Illness during the COVID-19 pandemic:
A Workshop on Lessons Learned and Future Directions**

PLANNING COMMITTEE ROSTER

Brynn Bowman, MPA (Co-Chair)

Vice President, Education
Center to Advance Palliative Care

Susan Elizabeth Wang MD, FAAHPM, HMDC (Co-Chair)

SCAL Chief, Dept of Geriatrics & Palliative Medicine
SCAL Medical Director, Life Care Planning & Serious Illness Care
National Lead, Palliative Care, Kaiser Permanente

Lori Bishop, MHA, BSN, RN

Vice President of Palliative & Advanced
Care
National Hospice & Palliative Care
Organization

Jon Broyles, MSc

Executive Director
Coalition to Transform Advanced Care (C-
TAC)

Karen Bullock, PhD, LCSW

Professor
John A. Hartford Faculty Scholar
Department of Social Work
NC State University

Pamela S. Hinds, PhD, RN, FAAN

Executive Director, Department of Nursing
Science, Professional Practice & Quality
Research Integrity Officer
Children's National Hospital
Professor of Pediatrics
School of Medicine and Health Sciences
George Washington University

Haiden Huskamp, PhD

30th Anniversary Professor of Health Care
Policy
Department of Health Care Policy
Harvard Medical School

Kimberly Sherell Johnson, MD

Associate Professor
Division of Geriatrics and Center for
Palliative
Duke University Medical Center

Peggy Maguire, JD

President and Board Chair
Cambia Health Foundation

Judith A. Salerno, MD, MS

President
New York Academy of Medicine

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PLANNING COMMITTEE BIOGRAPHIES



Brynn Bowman, MPA (*Planning Committee Co-Chair*), is Chief Executive Officer of the Center to Advance Palliative Care (CAPC), and presides over the organizational and content strategy that serves more than 1,700 CAPC member health care organizations, including over 70,000 clinicians and administrators. Ms. Bowman, previously CAPC Chief Strategy Officer, succeeds Diane E. Meier, MD. Ms. Bowman is a nationally recognized leader in scaling practice and culture change in health care delivery for people with serious illness. An expert in palliative care education, she specializes in health care leadership; palliative care business and financing; palliative care program design; palliative care education for nonpalliative care specialists; and palliative care delivery during the

COVID-19 pandemic. Her work has been instrumental in the development of clinician engagement and education strategies to equip the U.S. health care workforce with the skills needed to care for patients with serious illness, and their families. In 2020, Ms. Bowman was selected as a Health and Aging Policy Fellow where she is serving with the Senate Finance Committee. In 2019, she was cochair of the National Academies of Sciences, Engineering, and Medicine (NASEM) Roundtable on Quality Care for People with Serious Illness workshop: “Building the Workforce We Need to Care for People with Serious Illness.” In 2016, she won the Brandon Hall Group Silver Excellence in Learning Award for Best Use of Mobile Learning: CAPC Online Curriculum. Ms. Bowman has served on a number of advisory groups, including the C-TAC Summit Development Committee and Moonshot; the Stakeholder Advisory Committee of the American College of Surgeons Geriatric Surgery Verification Program; Aquifer palliative care curriculum development for medical students; and the Serious Illness Care Program Implementation Collaborative. In 2018–19, Ms. Bowman led a consensus process to grow the field of pediatric palliative care that codified a road map of priority actions and led to the development of a national coordinating pediatric palliative care task force. Ms. Bowman has characterized palliative care clinical education for nonpalliative care specialists in multiple peer-reviewed publications, including *Health Affairs*, the *Journal of Palliative Medicine*, and the *Journal of the American Geriatrics Society*, among others. She has coauthored multiple CAPC publications, including *Palliative Care in the Home: A Guide to Program Design* (2016) and *The Case for Communication Skills Training*. Formerly vice president of education at CAPC, Ms. Bowman was responsible for developing CAPC’s online clinical training curriculum and a wide range of technical assistance that has garnered more than half a million course completions by tens of thousands of clinicians nationwide. Prior to joining CAPC in 2013, Ms. Bowman served as strategy director at LevelUp, a technology company specializing in mobile payment and small-business marketing. Ms. Bowman graduated from Harvard College in 2008 with an AB in biological studies and received her MPA from New York University in 2017.

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Susan Elizabeth Wang, MD, FAAHPM, HMDC (Planning Committee Co-Chair), is the regional chief of Geriatrics & Palliative Medicine for the Kaiser Permanente Southern California Permanente Medical Group. She is also the Medical Director for Life Care Planning, Shared Decision Making and Serious Illness care. Her priority is to improve the lives of people living with serious illness through program development, quality improvement and education. In this role she oversees inpatient palliative care in 15 hospitals, serves as hospice medical director for an agency with an average daily census of 700, leads a robust skilled nursing facility rounding program and supports two dozen geriatric and palliative clinics. She has implemented a life care planning tab in an EPIC-based EMR

including an E-POLST, developed a serious illness care curriculum for physicians and other health disciplines, standardized treatment goals discussions and documentation, and as a result has expanded advance care planning to hundreds of thousands of members. She has integrated decision support into multiple clinical initiatives including COVID-19, renal replacement therapy, ICD implantation, joint replacement, depression treatment and more. Dr. Wang has been a champion of community-based palliative care in Kaiser Permanente and was Co-Investigator on the PCORI Technology-Enabled Home-Based Palliative Care study. She has contributed to multiple publications that include learnings around home care and implementation of goal concordance as a quality indicator. She is director emeritus and founder of the KP Los Angeles Hospice & Palliative Medicine fellowship. She is an assistant clinical professor at UCLA and triple board-certified in Internal, Geriatric and Palliative Medicine while continuing to serve patients and families.



Lori Bishop, MHA, BSN, RN, CHPN, is a healthcare nurse executive focused on innovative and transformational interdisciplinary care delivery models for the vulnerable seriously ill population. Lori has an extensive clinical background in hospice and palliative care. Her current position is Vice President of Palliative and Advanced Care at NHPCO. Previously, Lori was the Chief Advanced Illness Management (AIM) Executive for Sutter Health serving an average daily census of 2500 seriously ill patients across Northern California. Under her leadership, the Sutter Health AIM program reduced total program cost by 13% two consecutive years while achieving full performance

for quality metrics. In 2017, she restructured the program including widespread implementation of primary palliative care in home health; implemented a standard palliative care patient satisfaction survey through a national vendor; implemented daily huddle, bi-weekly case conference, and monthly care conference leveraging patient level data to drive performance and care coordination. AIM received the inaugural Vanguard Award from the California Hospital Quality Institute in 2016. In her previous executive role at UnityPoint Health, Lori facilitated the creation of a system-wide palliative care program across care settings by developing standard clinical, operational, satisfaction, and financial metrics across sites of service. The system-wide integrated Palliative Care program received the prestigious Circle of Life Award in 2013. The team enhanced and optimized the electronic health record to pull clinical data for metric reporting and shared their build with other Epic users.

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Jon Broyles, MSc has been the executive director of C-TAC since 2010. He oversees day-to-day operations and sets strategy. Jon has the benefit of drawing on hundreds of innovators' experience and talent in the Coalition. His role is channeling these resources into practical approaches to improve care for those living with advanced illness. Jon received his M.Sc in Philosophy from the University of Edinburgh.



Karen Bullock, PhD, LCSW is Professor and Head of the Department of Social Work at North Carolina State University, in the College of Humanities and Social Sciences. She earned her PhD in Sociology and Social Work from Boston University, her Master's degree in Social Work, from Columbia University, and her Bachelor of Social Work degree from North Carolina State University. She is Affiliate Faculty at the Institute for Collaboration on Health, Intervention, and Policy (InCHIP) at the University of Connecticut. Dr. Bullock has more than 20 years of clinical practice experience in mental health and aging, with interests and expertise in health care disparities and end-of-life

care issues. She is a John A. Hartford Faculty Scholar and serves on several national boards and committees, including Social Work Hospice & Palliative Care Network (SWHPN), the American Cancer Society (ACS) Oncology Social Work Research Peer Review Committee, and is current Chair of the NASW Mental Health Section Committee. Dr. Bullock's research focuses on cancer care and social support for older adults with non-curable illnesses. Her article on The Influence of Culture on End-of-Life Decision Making, won the 2012 Best Article Award by the Routledge Journal of Social Work in End-of-Life & Palliative Care. She has been a leading force in advancing social work practice, education, and training in gerontology, mental health, palliative and end-of-life care. In addition, Dr. Bullock he has been quoted in the Washington Post, USA Today and LA Times as an expert in these areas. Dr. Bullock has published and presented nationally and internationally on these topics. She was a Visiting Scholar at the Mailman School of Public Health at Columbia University and previously held appointments at the Institute of Living/Hartford Hospital, the University of Connecticut, Salem State College, Smith College, and UNC-Wilmington.



Pamela S. Hinds, PhD, RN, FAAN is the William and Joanne Conway Chair in Nursing Research and Executive Director of the Department of Nursing Science, Professional Practice, and Quality, and the Research Integrity Officer at Children's National Health System, and Professor of Pediatrics at the George Washington University School of Medicine. Dr. Hinds has expertise in the care of children with cancer and in the development of effective team care to meet the immediate and long-term needs of children and their families. Her research focuses on decision making in pediatric oncology, coping and adolescents, the good parent concept in end-of-life care, and the experience of pediatric oncology nurses. She was founding director of the Division of Nursing Research at St. Jude Children's Research Hospital, where she led the nursing research program for more than two decades. Dr. Hinds served on NCI's Symptom and Quality of Life Scientific Committee and was the co-director of the

Patient-Reported Outcomes (PRO) Resource Center for the Children's Oncology Group. She also served on the National Quality Forum's panel on palliative and end-of-life care in America, the

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2003 IOM Committee on Palliative and End-of-Life Care for Children and Their Families, and the 2015 IOM Committee on Dying in America. She is the Editor-in-Chief of *Cancer Nursing: An International Journal of Cancer Care*. Dr. Hinds received her undergraduate degree magna cum laude from the University of Vermont, Burlington, and her M.S.N. in psychiatric nursing (summa cum laude) and Ph.D. in clinical nursing research from the University of Arizona, Tucson.



Haiden Huskamp, PhD, is a health economist and the 30th Anniversary Professor of Health Care Policy at Harvard Medical School. Dr. Huskamp has three primary areas of research: 1) the financing and utilization of end-of-life care services; 2) mental health and substance use disorder policy; and 3) prescription drug policy. Dr. Huskamp's research on end-of-life care has examined the changing characteristics of the hospice industry and the effects of industry changes on the provision of end-of-life care, the timing of discussions about hospice care that occur between physicians and patients, and patient-level variation

in hospice costs. She served on the Centers for Medicare and Medicaid Services Technical Expert Panel for Hospice Payment Reform and on the Institute of Medicine Committee on Care for Children Who Die and Their Families. Dr. Huskamp recently authored a paper on the financing of end-of-life care services published in the Institute of Medicine report "Dying in America."



Kimberly S. Johnson, MD, is an Associate Professor with Tenure in the Department of Medicine, Division of Geriatrics, Center for Aging, and Center for Palliative Care at Duke University Medical Center in Durham, North Carolina. Her research focuses on understanding and eliminating racial disparities in palliative and end-of-life care. She has published widely and is nationally recognized for her work investigating how cultural beliefs and preferences and organizational practices and policies may influence the use of hospice care by older African Americans. Dr. Johnson is the Director of the Duke Center for Research to Advance Health Care Equity (REACH Equity). The Center focuses on developing and testing interventions to reduce racial disparities by improving the quality of

patient-centered care in the clinical encounter. Internal Medicine, Geriatrics, and Hospice and Palliative Medicine and provides clinical care to seriously ill adults in long-term care and inpatient settings. Dr. Johnson's research focuses on understanding and eliminating racial disparities in palliative and end-of-life care. She has published widely and is nationally recognized for her work investigating how cultural beliefs and preferences and organizational practices and policies may influence the use of hospice care by older African Americans. Dr. Johnson has received awards for her research from the American Academy of Hospice and Palliative Medicine and the American Geriatrics Society. She was the recipient of the prestigious Beeson Career Development Award in Aging Research and the National Palliative Care Research Center Career Development Award, and has received additional research funding from the NIA, Greenwald Foundation, and AHRQ.

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Peggy Maguire is president of Cambia Health Foundation, and works with a wide range of stakeholders to drive health care transformation that results in better experiences for people and families. Sojourns®, the Foundation's signature program, promotes palliative care to help people with serious illness and their caregivers live well. Through Healthy People, Healthy Communities, the Foundation invests in whole person care models that address social determinants of health, improve health equity, and empower consumers to take charge of their health and wellbeing. Under Peggy's leadership, the Foundation has invested \$46M to advance palliative care quality, access and awareness. In

2016, the American Academy of Hospice and Palliative Medicine recognized the Cambia Health Foundation with its highest honor, a Presidential Citation. Peggy also oversees Corporate Social Responsibility, Ethics, Compliance and Palliative Care Solutions for Cambia Health Solutions, the Foundation's parent company. Peggy launched and provides strategic direction for Cambia's regional health plans' "Personalized Care Support" program, which includes benefits for palliative care services, as well as specialized case management and resources for family caregivers. Peggy joined the company in 1997 as an associate general counsel and has held several posts, including chief of staff to the CEO, vice president of Legal Services, and director of Litigation & Risk Management. Previously, Peggy worked as an attorney at Garvey Schubert & Barer. Peggy was recognized by Portland Monthly magazine as an Extraordinary Board Member in 2017 for her service to the community and leadership of the Cambia Health Foundation. She was honored by Dress for Success Oregon with its Athena Award in 2016, by the Girl Scouts of Oregon and Southwest Washington as a Woman of Distinction in 2015, and by the Portland Business Journal as a Woman of Influence in 2014. She received her bachelor's degree in philosophy and anthropology from Lawrence University and her law degree from Northwestern School of Law of Lewis and Clark College. She completed an Executive Program at the Stanford Graduate School of Business in 2016.



Judith A. Salerno, MD, MS is the President of The New York Academy of Medicine and is leading its strategic vision to advance health equity. A physician executive and one of the nation's pre-eminent leaders in health and health care, Dr. Salerno most recently served as President and Chief Executive Officer of Susan G. Komen™, the world's largest breast cancer organization, with over \$2.9 billion invested in research, community health and advocacy since 1982. During her tenure from 2013 to 2016, she oversaw global operations, guided the development of a new strategic direction and re-branding for the organization, and directed the launch of an innovative \$27 million, 10-city health equity initiative. She joined Komen from the Institute of Medicine (IOM), now the National Academy of Medicine, where she was the Leonard D. Schaeffer Executive Officer, serving as executive director and chief operating officer. In that role, she was responsible for directing the IOM's research

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and other neurodegenerative diseases, frailty and function in late life, and the social, behavioral and demographic aspects of aging. In that role, she designed public-private initiatives to address aging stereotypes, novel approaches to support training of new investigators in aging, and programs to communicate health and research advances to the public. She directed the continuum of Geriatrics and Extended Care programs across the nation for the U.S. Department of Veterans Affairs (VA), Washington, D.C., where she launched widely recognized national initiatives for pain management and improving end-of-life care. As Associate Chief of Staff at the VA Medical Center in Washington, D.C., Dr. Salerno developed and implemented innovative approaches to geriatric primary care and coordinated area-wide geriatric medicine training. She co-founded the Washington D.C. Area Geriatric Education Center Consortium, a collaboration of more than 160 educational and community organizations within the Baltimore-Washington region. Dr. Salerno was elected as a member of the National Academy of Medicine in 2018 and was elected as a Fellow of The New York Academy of Medicine in 2017. She currently serves as a Member of the National Academy of Medicine Roundtable on Quality Care for People with Serious Illness, on the Advisory Board of the USC Schaeffer Center for Health Policy and Economics, and as Commissioner of the Lancet Commission on Global Access to Palliative Care and Pain Control. A board-certified physician in internal medicine, Dr. Salerno earned her MD degree from Harvard Medical School in 1985 and a Master of Science degree in Health Policy from the Harvard School of Public Health in 1976. She recently relocated to New York City from Dallas, has three children and is an avid baseball fan.