

Standing Committee on Primary Care: September Open Meeting

SEPTEMBER 25, 2025 | 1:00 – 4:00 PM EST

Speaker Bios

Asaf Bitton, MD, MPH, is the executive director of Ariadne Labs, a health systems innovation center at Brigham and Women's Hospital and the Harvard T.H. Chan School of Public Health. He is an Associate Professor of Medicine and Health Care Policy at both Harvard Medical School and the Harvard T.H. Chan School of Public Health. He leads Ariadne Labs' efforts to design, test, and spread scalable systems-level solutions that improve health care processes, enhance communication between patients and clinicians, and impact population health at scale. He has served as a senior advisor for primary care policy at the Center for Medicare and Medicaid Innovation since 2012, helping to design and test four major primary care initiatives, representing the largest tests of combined primary care payment and clinical practice transformation work in the United States. He was a core founder and vice chair of the steering committee for the Primary Health Care Performance Initiative, an 8-year partnership that included more than 25 countries and the World Bank, the World Health Organization, UNICEF, The Global Fund, the Bill & Melinda Gates Foundation, and others, dedicated to improving the global provision of primary health care. Dr. Bitton practices primary care at Brigham and Women's South Huntington clinic, a team-based community primary care practice in Boston that he helped found in 2011. He currently serves on the Center for Strategic and International Studies Bipartisan Commission on Strengthening America's Health Security, the National Advisory Committee for Advancing a Healthier Wisconsin, and is an elected member of the International Academy of Quality and Safety. He formerly served on the National Advisory Council for Healthcare Research at the Agency for Healthcare Research and Quality. He was a member of the National Academies committee that produced *Implementing High-Quality Primary Care: Rebuilding the Foundation of Health Care*.

Susannah Bernheim, MD, MHS, is a Family Physician and the Chief Medical Officer for the Center for Medicare and Medicaid Innovation Center. She leads the Center's newly announced strategic pillar promoting evidence-based prevention in alternative payment models. She also oversees the quality strategy for the Center and previously served as the Innovation Center's Chief Quality Officer. Prior to coming to CMS, Dr. Bernheim was an Associate Professor at Yale University School of Medicine in General Internal Medicine and Senior Director of Quality Measurement at the Yale-New Haven Hospital Centers for Outcomes Research and Evaluation (CORE), where she led work to develop the next generation of performance measures. She completed her undergraduate degree at Yale University and her medical degree at the University of California, San Francisco (UCSF). After postgraduate training in Family Medicine at UCSF, Dr. Bernheim was a fellow in the Robert Wood Johnson Clinical Scholars program and the

Training Program in Geriatric Clinical Epidemiology and Aging-Related Research at Yale University.

Alice Chen, MD, MPH, is executive vice president and chief health officer at Centene Corporation, the nation's largest Medicaid and Marketplace managed care organization, where she is responsible for strategies and programs that improve population health for its more than 27 million members. She has 35 years of clinical, policy and operational experience with a track record of improving access, quality and affordability of care in provider, purchaser, and payer settings. Prior to joining Centene, Dr. Chen was chief medical officer at Covered California, the state's health insurance marketplace, where she led the establishment of the Quality Transformation Initiative, a multi-purchaser program resulting in significant improvements in key quality measures across the state. She previously worked as deputy secretary for policy and planning for the California Health and Human Services Agency, where she led the development of the Office of Health Care Affordability and state's generic drug manufacturing for insulin initiative, and played a leadership role in the state's response to COVID. For over a decade Dr. Chen was a professor of medicine at the University of California San Francisco (UCSF) School of Medicine, based at San Francisco General Hospital, where she served as founding director of the eConsult program and oversaw the ambulatory clinics as chief integration officer. She subsequently served as the inaugural chief medical officer of San Francisco's \$2B-a-year publicly funded, vertically integrated safety net delivery system, where she was the executive operations sponsor for the enterprise implementation of Epic and led the successful Medicaid waiver-supported transition to value based payments. Dr. Chen is a board certified primary care internist who has published extensively, including in the *New England Journal of Medicine*, *JAMA*, and *Health Affairs*, and has been named one of Modern Healthcare's 50 Most Influential Clinical Executives. She has served on the board of several non-profits including the Harvard University Board of Overseers, and currently serves as co-chair of the CMS Innovation Center's Health Care Payment Learning & Action Network's Executive Forum. A graduate of Yale University, Stanford Medical School and the Harvard School of Public Health, Dr. Chen holds a volunteer faculty appointment at UCSF.

Jessica Cohen, PhD, is a Professor of Health Economics at the Harvard T.H. Chan School of Public Health, where she focuses on health policy, behavioral economics, and maternal and child health. Her research examines how health systems, policies, and programs influence maternal and child health in the U.S. and Sub-Saharan Africa with the aim of embedding this evidence into policy design and increasing policy impact. A principal investigator on the Bridges to Primary Care study funded by AHRQ, she is leading efforts to transform postpartum primary care coordination for postpartum chronic and mental health conditions. She has led over fifteen randomized trials testing new approaches to improving access to and quality of health care around the world, and she is an expert in causal inference methods for evaluating health and social policies and behavior change. Her work has been published widely in top economics, medical, and public health journals and has been referenced in major national and international

publications. Her research on subsidy policies for insecticide treated nets was deemed by Vox as a top social science paper of the decade. Dr. Cohen was a member of the WHO Global Malaria Program's Technical Expert Group on Surveillance, Monitoring and Evaluation and has served on NIH expert review panels related to implementation science and impact evaluation. She has also co-authored the behavioral economics chapter in the textbook *Health Behavior: Theory, Research, and Practice*. A dedicated educator and mentor, Dr. Cohen has won awards for her teaching and mentorship and previously served as Director of Graduate Studies for the Harvard Health Policy PhD Program. She teaches courses on econometric impact evaluation and maternal and reproductive health policy, equipping students with methodological tools in causal inference and policy insights. Her research has been supported by agencies such as the National Institutes of Health, the U.S. Agency for International Development, the Agency for Healthcare Research and Quality, and the National Academy of Medicine. Her contributions have been recognized through honors like the Alice Hamilton Award and the National Academy of Medicine Healthy Longevity Catalyst Award. Dr. Cohen received her bachelor's degree in Economics from Wesleyan University and her PhD in Economics from MIT, where she was a National Science Foundation Graduate Research Fellow.

Kevin Grumbach, MD, is Professor of Family and Community Medicine at the University of California, San Francisco. He served as Chair of the UCSF Department of Family and Community Medicine from 2003-2022. He is a Founding Director of the UCSF Center for Excellence in Primary Care and Director of the Community Engagement Program for the UCSF Clinical and Translational Science Institute. His research and scholarship on the primary care workforce, innovations in primary care, racial and ethnic diversity in the health professions, and community health improvement and health equity have widely influenced policy and practice. Dr. Grumbach is a member of the American Academy of Family Physicians and California Academy of Family Physicians, and co-chairs the California Academy of Family Physicians Task Force on Primary Care for All to develop policy positions on primary care coverage, investment, and payment. He is also a member of Physicians for a National Health Program. He is a gubernatorial appointee to the California Health Workforce Education and Training Council and a technical expert for the California Office of Health Care Affordability Payment and Investment Workgroup, both of which are uncompensated positions. With Tom Bodenheimer, he co-authored the best-selling textbook on health policy, *Understanding Health Policy - A Clinical Approach*, now in its 8th edition, published by McGraw Hill. He received a Generalist Physician Faculty Scholar award from the Robert Wood Johnson Foundation, the Health Resources and Services Administration Award for Health Workforce Research on Diversity, the Richard E. Cone Award for Excellence and Leadership in Cultivating Community Partnerships in Higher Education, and the UCSF Chancellor's Public Service Award. Dr. Grumbach has been an advisor to Congressional Committees and government agencies on primary care and health reform and a member of the National Advisory Council for the Agency for Healthcare Research and Quality, and currently serves on the California Health Workforce Education and Training Council. He

cares for patients at the family medicine practices at San Francisco General Hospital and UCSF Health. He is a member of the National Academy of Medicine.

Lauren S. Hughes, MD, MPH, MSc, MHCDS, FAAFP, is a family physician working as the State Policy Director of the Farley Health Policy Center and an Associate Professor of Family Medicine at the University of Colorado. In these roles, she leads efforts to generate and translate evidence to inform the design and implementation of evidence-based health policy at the state, national, and federal levels. She participates in the Primary Care Centers Roundtable, a volunteer collective of all of the primary care research and policy centers in the United States. Her research interests include improving rural health care delivery; strengthening primary care infrastructure; and advancing behavioral health integration. She cares for patients at a rural federally qualified health center (FQHC) north of Denver. Dr. Hughes previously served as Deputy Secretary for Health Innovation in the Pennsylvania Department of Health. In this role, she collaborated with the CMS Innovation Center (CMMI) to co-design and launch the Pennsylvania Rural Health Model, a new payment and delivery model that transitions rural hospitals from fee-for-service to multi-payer global budgets and transforms how they deliver care to better meet community health needs. She also oversaw the creation of the Prescription Drug Monitoring Program for the Commonwealth and led the Department to full accreditation through the Public Health Accreditation Board. In 2018, Dr. Hughes was selected by Presidents Bill Clinton and George W. Bush as a Presidential Leadership Scholar. From 2022 – 23, she served as chair of the American Board of Family Medicine Board of Directors. She also serves on the boards of directors of the Rural Health Redesign Center Organization and the American Medical Student Association Foundation. She is a member of the Primary Care Payment Reform Collaborative through the Colorado Division of Insurance and the Stakeholder Advisory Group for the Agency for Healthcare Research and Quality National Center for Excellence in Primary Care Research. Dr. Hughes is a former Robert Wood Johnson Foundation Clinical Scholar at the University of Michigan, where she earned an MSc in health services research. She also holds a medical degree from the University of Iowa, an MPH in health policy from The George Washington University, and a master's in health care delivery science from Dartmouth College and completed residency at the University of Washington. Since 2021, Dr. Hughes has been a member of the National Academies Board on Health Care Services.

Doug Jacobs, MD, MPH, is the Executive Director of the Maryland Health Care Commission, where he oversees the independent regulatory agency whose mission is to plan for health system needs, promote informed decision-making, increase accountability, and improve access. Throughout his tenure in state and federal government, he has dedicated his professional life to creating an American healthcare system that better meets the needs of each unique patient, by strengthening primary care, promoting access to behavioral health, reducing disparities, and driving health system transformation towards value-based and accountable care. Prior to his current role, Dr. Jacobs was the first Chief Transformation Officer in the Center for Medicare at the Center for Medicare and Medicaid Services (CMS), where he led center-wide efforts for

delivery system reform. He led the development of the first-ever Medicare payments for community health workers, peer support workers, and advanced primary care teams, expanded access to mental health counselors and therapists, and led prior authorization reform in Medicare Advantage. As a leader of CMS' National Quality Strategy, he also led reforms in value-based programs to reward excellent care delivered to underserved populations and created the concept of Universal Foundation to align quality measures across CMS programs. Previously, he was the Chief Medical Officer for the Pennsylvania Department of Human Services (DHS), where he helped oversee the state's Medicaid program and led the agency's COVID-19 pandemic response. He started, operationalized, and managed an acclaimed program that paired academic medical centers with long-term care facilities to protect them from COVID-19, which was funded for \$175 million by the state legislature. He is a talented oral and written communicator, and has authored several articles published in the *New England Journal of Medicine*, *Journal of the American Medical Association*, *American Journal for Public Health*, *Health Affairs Forefront*, *Washington Post*, and *New York Times*. Dr. Jacobs is a Harvard-trained, board-certified, and practicing Internal Medicine physician, and continues to see patients as an Assistant Professor of Clinical Medicine at Georgetown University.

Alex Krist, MD, MPH, is a professor of family medicine and population health at Virginia Commonwealth University and an active clinician and teacher at the Fairfax Family Practice Residency. He is the director of the Virginia Ambulatory Care Outcomes Research Network, director of community-engaged research at the Center for Clinical and Translational Research and is past chairperson for the U.S. Preventive Services Task Force. Dr. Krist's areas of interest include implementation of preventive recommendations, patient-centered care, shared decision making, cancer screening, and health information technology. He is the primary author of numerous peer-reviewed publications and has presented to a wide range of audiences at national and international conferences. Dr. Krist completed his doctor of medicine at the University of Virginia School of Medicine. Dr. Krist was elected to NAM in 2018, was a member of the committee that produced *Implementing High-Quality Primary Care: Rebuilding the Foundation of Health Care*, and was co-chair of the committee that produced *Achieving Whole Health: A New Approach for Veterans and the Nation*.

Kameron Matthews, MD, JD, FAAFP, is the Chief Health Officer of Cityblock Health, a transformative, value-based healthcare provider integrating medical, behavioral, and social services for Medicaid and dually eligible and low-income Medicare beneficiaries. A board-certified Family Physician, Dr. Matthews has focused her career on marginalized communities, having held multiple leadership roles in correctional medicine, federally qualified health centers, and managed care. Most recently at the Veterans Health Administration, she led transformational efforts focused on integrated, Veteran-centered models of care including the implementation of the MISSION Act of 2018 and the EHR modernization effort. She is a member of the sixth class of the Aspen Institute's Health Innovators Fellowship. As a passion outside of work, she founded and co-directs the Tour for Diversity in Medicine, an initiative seeking to bring premedical

enrichment activities to underrepresented minority high school and undergraduate students across the country. Dr. Matthews completed her doctor of medicine from Johns Hopkins University School of Medicine and her juris doctorate from University of Chicago Law School. Dr. Matthews is an elected member of the National Academy of Medicine.

Shivan Mehta, MD, MBA, MSHP, is a physician and the Associate Chief Innovation Officer at Penn Medicine; his focus is on developing, evaluating, and scaling new approaches to health care delivery that incorporate behavioral economics, care redesign, and new technology. As Director of the Population Health Lab, Dr. Mehta has led over 30 pragmatic trials evaluating scalable interventions that improve population health outcomes in areas such as cancer screening, vaccination, and remote monitoring. Dr. Mehta is an Associate Professor of Medicine and Health Policy at the Perelman School of Medicine. He received his undergraduate degree in economics at Yale University, and his medical, business, and health policy degrees at the University of Pennsylvania.

Amy Paul, MD, MSHA, is a specialist in Geriatric Medicine and has provided care to the underserved population in Richmond as part of the Geriatrics House Calls Program at Virginia Commonwealth University, participating in the Duals Demonstration and Independence at Home Programs. She has also served as a disability examiner for the local veteran population. Dr. Paul is a native of the island of Saint Lucia and has a Bachelor's degree in Medical Science from Saint George's University, where she also completed her medical education. Her clinical training years were spent in the Caribbean, the United Kingdom, and the northeast USA. She completed her Internal Medicine residency at the Lincoln Medical and Mental Health Center/Weill Cornell Program in New York and her Geriatrics Fellowship at the Cleveland Clinic in Weston, Florida. Dr. Paul is a 2022 graduate of the Master of Science in Health Administration Program at Virginia Commonwealth University.

Sophia Tripoli, MPH, is a strategic and innovative health policy thought leader and oversees and leads Families USA's strategic development and framework on all aspect of its health policy priorities including guidance on federal and state health policy that will improve health care and health for all families and individuals in America. Prior to this role, Tripoli lead Families USA's work on value initiatives that focus on re-orienting the health care system to deliver health, lowering health care costs, and on forwarding consumer-focused policy agendas to improve health care delivery and payment systems. Tripoli represents Families USA on the Board of Directors for the Health Care Transformation Task Force and serves on the Accountable Care Action Collaborative for the Health Care Payment Learning & Action Network. Tripoli previously worked at the Centers for Medicare and Medicaid Services (CMS) in the Center for Medicare and Medicaid Innovation (CMMI), State Innovation, and at the National Governors Association. Tripoli holds an MPH and a Bachelor of Arts in international affairs with a concentration in global public health, both from The George Washington University.

Amit Vashist, MD, is the Senior Vice President and Chief Clinical Officer at Ballad Health, overseeing clinical care delivery, quality and safety, process improvement, value-based initiatives, and medical staff affairs across the system. He leads the Ballad Health Center for Clinical Transformation, Innovation & Outcomes Optimization, and serves as Chief Clinical Advisor to Ballad Ventures. Recognized by *Becker's Healthcare* for several years as a top healthcare leader, Dr. Vashist is dual board-certified in internal medicine and psychiatry. His initiatives have driven clinical excellence, service line optimization, and efficiency, achieving top decile quality measures nationwide. He implemented systemwide tiered safety huddles, standardized medical staff bylaws, and advanced Ballad's journey as a High Reliability Organization. His work has significantly improved outcomes, reduced readmissions, and decreased mortality for sepsis and chronic conditions. Dr. Vashist is an alumnus of the Nashville Healthcare Council Fellowship, serves on the Medicare Evidence Development & Coverage Advisory Committee (MEDCAC), and is on the board of the Virginia Center for Health Innovation. A senior fellow of the Society of Hospital Medicine and a fellow of the American College of Healthcare Executives, he previously led Ballad's Clinical Council and its 200+ hospitalist division.

Mary Wakefield, PhD, RN, FAAN, serves on a number of non-profit and government boards and committees including the Macy Foundation, the University of Washington Medical Advisory Board, MITRE Health Advisory Committee and Executive Board, and the UC Davis Moore Fellowship for Nurse Leaders. From the fall of 2022 through early 2023 she was a temporary HHS appointee serving as Senior Counselor to the Director of the Centers for Disease Control and Prevention. In 2021 she served as Senior Counselor to the HHS Secretary for the Unaccompanied Children program operated by the Administration for Families and Children. In the fall of 2020, she was a member of then President-elect Biden's Transition team. In March 2015, Dr. Wakefield was named by President Obama to serve as the Acting Deputy Secretary of the U.S. Department of Health and Human Services (HHS), the second most senior position in the Department. She held this position through January 20, 2017. She led strategic Department-wide initiatives in key health policy areas, with a particular focus on health and human service programs for vulnerable populations. Her domestic policy work largely focused on improving health status for underserved populations, including strengthening health programs for American Indians and Alaska Natives and improving data analysis to better understand the health needs of rural populations. From 2009 to 2015, Dr. Wakefield led and initiated program improvements as the Administrator of the Health Resources and Services Administration (HRSA) to further strengthen the health care workforce, build healthier communities, increase health equity, and provide health care services to people who are geographically isolated, economically or medically vulnerable. Dr. Wakefield's public service career also includes over eight years working in the United States Senate as a legislative assistant and later as chief of staff to two North Dakota senators. Dr. Wakefield has extensive academic experience, including serving as associate dean for rural health at the School of Medicine and Health Sciences University of North Dakota, director of the Center for Health Policy, Research and Ethics at George Mason

University in Fairfax, Va., and as a faculty member and area chair in the College of Nursing, University of North Dakota. Additionally, she worked on site as a consultant to the World Health Organization's Global Programme on AIDS in Geneva, Switzerland. Dr. Wakefield is a member of the National Academy of Medicine (formerly the Institute of Medicine) and a fellow in the American Academy of Nursing. She has served on a number of public and not for profit boards and committees bringing expertise in nursing, health care quality and access to care and health workforce. Dr. Wakefield served on the IOM committee that produced the landmark reports *To Err is Human* and *Crossing the Quality Chasm*. She also co-chaired the IOM committee that produced the report *Health Professions Education a Bridge to Quality* and chaired the committee that produced the report *Quality through Collaboration: Health Care in Rural America*.

Eboni Winford, PhD, MPH, is the Vice President of Research and a licensed psychologist at River Valley Health in Knoxville, Tennessee. She provides direct clinical care to patients, contributes to workforce development in community health centers, and oversees research initiatives including those funded by the HRSA, the TN Department of Health, and NIH. She is the Clinical Director for CHS's National Consultation and Training Program, which provides individualized on-site training to other health organizations as they seek to integrate their practices. She is on the board of directors for the Collaborative Family Healthcare Association, is the Chair-Elect of APA's Ad Hoc Health Equity Committee, is secretary of APHA's Community Health Planning and Policy Development section and serves as the 2nd Vice Chair of NACHC Committee on Service Integration for Behavioral Health and HIV. Dr. Winford holds adjunct faculty positions in the Department of Family and Community Medicine at Meharry Medical College and in the Department of Psychology at the University of Tennessee Knoxville. She is a Robert Wood Johnson Foundation Interdisciplinary Fellow and a Health Equity Scholar in Cambridge Health Alliance's Center for Health Equity Education and Advocacy. Dr. Winford earned her doctorate in Clinical Health Psychology from the University of North Carolina at Charlotte and a Master of Public Health from the University of North Carolina at Chapel Hill. She is a proud life member of Zeta Phi Beta Sorority, Incorporated.