

Integrating Serious Illness Care into Primary Care Delivery A VIRTUAL WORKSHOP

June 10 & 17, 2021 12:00-3:00 PM ET

#SeriousIIInessCareNASEM

Roundtable on Quality Care for People with Serious Illness

The National Academies of SCIENCES ENGINEERING MEDICINE

ROUNDTABLE ON QUALITY CARE FOR PEOPLE WITH SERIOUS ILLNESS

June 2021

Dear Colleagues:

Welcome to the workshop on *Integrating Serious Illness Care into Primary Care Delivery*, hosted by the Roundtable on Quality Care for People with Serious Illness at the National Academies of Sciences, Engineering, and Medicine. Due to restrictions on travel and public gatherings during the COVID-19 pandemic, the full-day workshop originally scheduled as an in-person meeting in Washington, DC has been converted into two webinars that will be held on June 10 and June 17, 2021.

The first webinar will feature brief opening remarks by Dr. Ada Stewart, President of the American Academy of Family Physicians. The first session of the workshop will explore the shared principles of primary care, serious illness care, and specialty palliative care as outlined in the 2021 NASEM report on Implementing High Quality Primary Care, as well as the National Consensus Project (NCP) Clinical Practice Guidelines for Quality Palliative Care. These presentations will be anchored in the lived experience of an individual's story with serious illness navigating both primary care and specialty palliative care. The second session explores the interdisciplinary care teams that deliver both primary care and palliative care, with a discussion of opportunities to raise the bar for caring for people with serious illness care in all communities.

The June 17 webinar will feature two sessions as well. The workshop will open with another patient's story, leading into the day's first session exploring the policy mechanisms to support high quality serious illness care and the ways in which quality measurement, policy, research, and payment can be aligned to improve patient and caregiver experience. The final session of the workshop features real-life examples of 'building the bridge' between serious illness care and primary care to deliver high-quality, integrated care. Speakers will discuss best practices for embedding palliative care into primary care, and considerations for sustainability.

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/integrating-serious-illness-care-into-primary-care-delivery-a-workshop

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,

Phil Rodgers, MD, FAAHPM

Professor of Family Medicine Director, Palliative Care Clinical Programs University of Michigan School of Medicine Patricia Davidson, PhD

Vice Chancellor, University of Wollongong, Australia (as of April 2021) Dean, Johns Hopkins University School of Nursing (through March 2021)

ROUNDTABLE ON QUALITY CARE FOR PEOPLE WITH SERIOUS ILLNESS.

Integrating Serious Illness Care into Primary Care Delivery A Workshop

Part 2 June 17, 2021 12:00-3:00 PM ET

WEBINAR NOTES

- Join the webcast via this link:
 https://nasem.zoom.us/j/96492055634?pwd=L1VTVWN5aEx0Q0NBOFNj
 U1luL3lkQT09
- An archive of the video webcast and presentation slides will be available at: https://www.nationalacademies.org/event/10-26-2020/integrating-serious-illness-care-into-primary-care-delivery-a-workshop
- 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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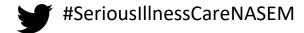
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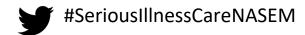
Integrating Serious Illness Care into Primary Care Delivery A Two-Part Virtual Workshop

AGENDA

WEBINAR 2: JUNE 17, 2021 12:00 – 3:00 PM ET		
12:00 PM	Welcome from the Roundtable on Quality Care for People with Serious Illness	
	Peggy Maguire, JD Cambia Health Foundation	
	James Tulsky, MD Dana-Farber Cancer Institute, Brigham and Women's Hospital, Harvard Medical School	
	Roundtable Co-Chairs	
	Phil Rodgers, MD, FAAHPM Professor, Family Medicine and Internal Medicine Co-Director, Clinical Palliative Care Program University of Michigan School of Medicine	
	Patricia Davidson, PhD Vice Chancellor, University of Wollongong, Australia (as of April 2021) Dean, Johns Hopkins University School of Nursing (through March 2021)	
	Planning Committee Co-Chairs	
12:05 PM	Opening Remarks	
	Brief Summary of the First Webinar:	



	Patricia Davidson, PhD
	Patient Voice:
	Mike Olex
	Volunteer, National Patient Advocate Foundation
12:15 PM	SESSION THREE: Policy Mechanisms to Support Person-Centered Care for People with Serious Illness in Primary Care Settings
	Moderator:
	Phil Rodgers, MD
	Speakers:
	Arif Kamal MD, MBA, MHS
	Associate Professor of Medicine Duke University
	Amy Bassano, MA
	Deputy Director, Center for Medicare and Medicaid Innovation (CMMI) Centers for Medicare and Medicaid Services (CMS)
	Megan Thompson, MA
	Senior Policy Advisor
	Office of Senator Jacky Rosen (D-NV)
	U.S. Senate
	Kimberly Bower, MD, FAAHPM, HMDC
	Medical Director
	Blue Shield of California Promise Health Plan
	Adam M. Barde, MHA, MSG
	Senior Director, Health Transformation Implementation
	Health Transformation & Network Development Blue Shield of California
	blue Snield of California
1:05 PM	Panel Discussion
1:25 PM	Audience Q&A
1:40 PM	SESSION FOUR: Promising Integrated Care Models
	Moderator:
	Lars Peterson, MD, PhD
	Vice President of Research



	American Board of Family Medicine
	Speakers:
	Deborah M. Swiderski, MD Associate Professor of Medicine and Family and Social Medicine Albert Einstein College of Medicine Montefiore Medical Center
	Faisel Syed, MD National Director for Primary Care ChenMed
	Thomas E. Edes, MD, MS Senior Medical Advisor Geriatrics & Extended Care U.S. Department of Veterans Affairs (VA)
	Neela K. Patel, MD, MPH, CMD Associate Professor, Joe R. and Teresa Lozano Long Chair in Geriatrics and Senior Care Chief, Division of Geriatrics and Palliative Care Departments of Family and Community Medicine
	University of Texas Health San Antonio
2:20 PM	Panel Discussion
2:40 PM	Audience Q&A
2:55 PM	Closing Remarks/Wrap-Up for the Virtual Workshop
3:00 PM	Webinar Adjourns

ROUNDTABLE ON QUALITY CARE FOR PEOPLE WITH SERIOUS ILLNESS

Integrating Serious Illness Care into Primary Care Delivery

A Two-Part Virtual Workshop

Part 2 June 17, 2021

SPEAKERS AND MODERATORS

Adam M. Barde, MHA, MSG

Senior Director, Health Transformation Implementation Health Transformation & Network Development Blue Shield of California

Amy Bassano, MA

Acting Director of the Center for Medicare and Medicaid Innovation
Centers for Medicare and Medicaid Services

Kimberly Bower, MD

Medical Director Blue Shield California Promise Health Plan

Patricia M. Davidson, PhD, MED, RN, FAAN Vice Chancellor, University of Wollongong, Australia

Thomas E. Edes, MD, MS

Senior Medical Advisor Geriatrics & Extended Care U.S. Department of Veterans Affairs (VA)

Arif Kamal MD, MBA, MHS

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Joe R. and Teresa Lozano Long Chair in
Geriatrics and Community Senior Care
Chief, Division of Geriatrics & Supportive
Care
UT Health San Antonio

Lars Peterson, MD, PhD

Vice President of Research American Board of Family Medicine

Phillip Rodgers, M.D., F.A.A.H.P.M.

Professor, Family Medicine and Internal Medicine Co-Director, Clinical Palliative Care Program University of Michigan School of Medicine

Deborah Swiderski, MD

Associate Professor of Medicine and Family and Social Medicine Albert Einstein College of Medicine Montefiore Medical Center

Faisel Syed, M.D.

National Director of Primary Care ChenMed

Megan Thompson

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Integrating Serious Illness Care into Primary Care Delivery

A Two-Part Virtual Workshop

Part 2 June 17, 2021

SPEAKERS AND MODERATORS

Adam M. Barde, MHA, MSG is an experienced, innovative, and hands-on healthcare leader. He has 20 years of operations, management, and consulting experience across the healthcare spectrum – including UCSF Health, Stanford Health, and Penn Medicine. During this time, he has successfully advanced the delivery and outcomes of healthcare and elevated patient and provider experience in the senior living industry, large medical center ecosystems, multi-specialty clinics, small concierge medical offices, and innovative payers such as Blue Shield of California and Health Net. In his current role at Blue Shield of California as Senior Director, Health Transformation Implementation, Adam and his team identify and engage with physicians, hospitals, and community-based organizations to design and implement transformative solutions. Adam received a Master in Health Administration and a Master of Science in Gerontology from the University of Southern California, and a Bachelor of Arts in Psychology from the University of California at San Diego.

Amy Bassano, MA is the Deputy Director of the Center for Medicare and Medicaid Innovation (CMMI) at the Centers for Medicare and Medicaid Services. In this position, she directs the development and implementation of Medicare and Medicaid alternative payment models including accountable care organizations, episodic payments, primary care improvements, and state based delivery system reforms. Ms. Bassano has previously held senior management roles across CMS overseeing Medicare fee for service payment systems and delivery system reform initiatives. Ms. Bassano has an M.A. in Policy Studies from Johns Hopkins University and a B.A. in history from Tufts University.

Kimberly Bower, MD FAAHPM HMDC is the medical director for the Palliative Care Program at Blue Shield of California where she also focuses on population health initiatives for Medi-Cal members through Blue Shield of California Promise Health Plan. She is board certified in Family Medicine and Hospice and Palliative Medicine. Prior to her work at Blue Shield, she was the Chief of Palliative Medicine at Rady Children's Hospital of San Diego. Dr. Bower continues to practice pediatric palliative medicine and is on the faculty of the UCSD / Scripps Health Palliative Medicine Fellowship Program. She speaks at national meetings and has contributed to various palliative care publications, textbooks, and curriculum. Dr. Bower received her BA degree from Smith College, her MD degree from the University of Kansas School of Medicine and completed her family medicine residency training at Brown University / Memorial Hospital of Rhode Island. She did her fellowship in Hospice & Palliative Medicine at San Diego Hospice & the Institute for Palliative Medicine where she stayed on as an attending physician after the program's completion. Under her leadership, SDHIPM was one of the first pilot sites for the Partners for Children Program which provided homebased palliative care through a Medi-Cal waiver. Dr. Bower was on the founding Hospice Medical Director Certification Board and she currently serves on the boards of the Coalition for Compassionate Care of California and the Comfort Club.

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Patricia M. Davidson, PhD, MED, RN, FAAN Across her career, Dr. Davidson has been committed to developing innovative, person-centered models of care. She has been a registered nurse for four decades and has clinical, teaching and practice expertise in cardiovascular science and the care of vulnerable populations, particularly those with chronic and complex conditions. As Dean and Professor of the Johns Hopkins School of Nursing, she is strongly involved in doctoral education and strongly committed to mentorship of new investigators. She is committed to diversity, equity, inclusion and workforce development and interdisciplinary practice. To promote these values, she currently serves as the Secretary General of the Secretariat of the World Health Organizations Collaborating Centers for Nursing and Midwifery, and Counsel General of the International Council on Women's Health Issues. She is a member of Sigma Theta Tau International's Institute for Global Healthcare Leadership Advisory Board and a Board Member of the Consortium of Universities for Global Health. She also serves on the Board of Health Care Services for the National Academies of Sciences, Engineering, and Medicine. Throughout her career she has been devoted to mentoring the next generation of health professionals and scientists. Across her career she has mentored 43 pre-doctoral and 15 post doctoral trainees. She has also been actively involved in mentorship of early career researchers and nurse scientists. In 2016 she was the first nurse to receive the Australian Museum Eureka Prize for Outstanding Mentor of Young Researchers, the most prestigious research mentorship award in Australia. Dr. Davidson has over 550 publications in Scopus. Her H -Index is 45 (Scopus) and 66 in Google Scholar and i-10 Index is 385 and she has published 32 book chapters. Many of these publications are with students, mentees, clinical collaborators and fellow nurse scientists. Over her career she has received funding as prinicipal investigator from the National Institutes of Health, the National Health & Medical Research Council (NIH Equivalent Australia), Australian Research Council (NSF Equivalent Australia). She also currently serves as the Co- Director of the Enrichment Core for the NINR P30 Promoting Resilience in Persons with Multiple Chronic Conditions Promote Center (PI Szanton) and she is also an advisor to the NINR Funded Palliatitve Care Research Collaborative (PI Kutner).

Thomas E. Edes, MD, MS, is Senior Medical Advisor for Geriatrics and Extended Care for the U.S. Department of Veterans Affairs (VA). His prior role as VA Executive Director of Geriatrics and Extended Care with national responsibility for all VA geriatrics, extended care and palliative care positioned him well for his current roles as Senior Medical Advisor and as a Council Chair for Electronic Health Record Modernization. He has national responsibility for leading the development of the future electronic health record for VA's spectrum of Geriatrics, Extended Care and Palliative Care services, enhancing care in all settings to our nation's Veterans of any age with serious chronic disabling diseases. Under his leadership from 2000 to 2018, the number of Veterans receiving Home Based Primary Care increased from 7000 to over 38,000 each day, palliative care became an established program in every VA medical center, and Medical Foster Home grew from a pilot to a national program in 43 states and growing. He was instrumental in developing the Medicare demonstration of home based primary care, called Independence at Home. He co-leads a collaboration with the Office of Emergency Medicine on VA's transformation of emergency care for older Veterans, is involved in VA expanding the health care workforce of all disciplines with geriatric expertise, and is working toward VA becoming the largest integrated Age Friendly Health System. Dr. Edes received his MD degree and MS degree in Nutrition from the University of Illinois in 1981. In 2018, Dr. Edes was honored with the prestigious Nascher/Manning Award for lifelong pioneering achievements in clinical geriatrics from the American Geriatrics Society, and the Lifetime Achievement Award from the American Academy of Home Care Medicine.

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Arif H Kamal, MD, MBA, MHS is an Associate Professor of Medicine with appointments in the Division of Medical Oncology and Duke Palliative Care at the Duke Cancer Institute (DCI). He is the Physician Quality and Outcomes Officer for the DCI, a palliative care and oncology clinician, and a health services researcher focused on developing and testing healthcare quality measures to assess and improve cancer quality.

His research is focused on bridging the gap between patients with serious illness and their caregivers and high quality cancer. To perform this he incorporates graduate-level training in internal medicine (residency), palliative medicine (fellowship), hematology/oncology (fellowship), health services research (MHS), and healthcare quality (MBA). His work addresses several methodologies including health services research, quality measure development, quality measure testing (reliability, validity), mobile health development, health technology usability and feasibility testing, technology implementation, and intervention research - all in the context of advanced cancer, palliative care, and quality measurement.

Mike Olex- Mike Olex is a patient from just north of Richmond, Virginia. He was diagnosed with multiple sclerosis in 2005. Since then, he's gone through numerous therapies and needed multiple specialists to better manage and coordinate care for his condition.

Prior to his diagnosis, he led a full life between athletics and science. By training, he is a professional MRI and radiological physicist. After trying and failing multiple medications, he retired early from work at a major medical center in the southwestern part of Virginia and became an advocate for multiple sclerosis and other patients with chronic diseases through NPAF. He enjoys spending time with his wife, two kids, and their menagerie of animals and plays adaptive sports with any free time.

Neela K. Patel, MD, MPH, CMD is the Joe R and Teresa Lozano Long Chair in community geriatrics and senior care at the Long school of Medicine, UT Health Science Center San Antonio, she is Associate Professor and leads the Division of Geriatrics & Supportive Care in the Department of Family and Community Medicine at UT. Dr. Patel has developed a reputation in south Texas and beyond as one of the best doctors and sought after geriatrician, for the care she and her team provide to the older adult population that is mainly 65% Hispanic. Dr. Patel has developed an approach of geriatric and supportive care that is culturally congruent called the CARINOS En Su Casa Program. The CARINOS (Spanish for fondness, affection, tenderness, and love) Approach represents a highly complex set of related activities that can occur alone or be integrated to meet the patients' needs. This approach avoids "silos" of care and facilitates shifting to patient- and family-centered care that is patient-driven, value-based care with improved outcomes. Relationship building is intentional and continuous. She is jointly appointed Geriatrician at the Glenn Biggs Institute for Alzheimer's and Neurodegenerative Diseases. She serves as a member of the Community Advisory Board for caring for the caregiver program and the stakeholder advisory council for end of life care for persons with dementia. She is actively involved member of the American Geriatrics Society and a contributing member of the EPIC Geriatrics Specialty Steering Committee and has contributed to simplifying electronic medical records for patient centered, patient driven care.

Lars Peterson, MD, PhD is a family physician and health services researcher who serves as Vice President of Research for the American Board of Family Medicine (ABFM). He also has an appointment as an Associate Professor in the Department of Family and Community Medicine at the University of Kentucky, where he provides direct clinical care and teaches students and residents.

ROUNDTABLE ON QUALITY CARE FOR PEOPLE WITH SERIOUS ILLNESS

Dr. Peterson, a native of Utah, received his medical and graduate degrees from Case Western Reserve University in Cleveland, Ohio and completed his family medicine residency at the Trident/Medical University of South Carolina family medicine residency program. Dr. Peterson leads a research team focused on elucidating the outcomes of Family Medicine Certification, in particular the impact that certification activities have on the quality of care delivered by family physicians. Additionally, Dr. Peterson and his team seeks to understand the ecology of family medicine over time—what physicians do in practice and their contribution to high quality health care. His personal research interests also include investigating associations between area level measures of health care and socioeconomics with both health and access to health care, rural health, primary care, and comprehensiveness of primary care. Dr. Peterson has authored over 100 peer reviewed publications and made over 100 national / international conference presentations.

Phillip Rodgers, M.D., F.A.A.H.P.M. is a Professor of Family Medicine and Internal Medicine at the University of Michigan, where has practiced and taught family medicine and subspecialty palliative medicine for nearly 25 years. He is founding director of the UM Palliative Care Program, and a member of the UM Institute for Health Policy and Innovation (IHPI). Dr. Rodgers has become a leading national expert in payment and care delivery innovation in palliative care, and has received numerous invitations to speak, consult and contribute technical expertise to multiple national conveners, stakeholders, and policymakers. He has also held numerous leadership positions within the American Academy of Hospice and Palliative Medicine (AAHPM), and led development of AAHPM's proposal for an alternative payment model for palliative care, which has been recommended for testing by the Centers for Medicare and Medicaid Services (CMS) Innovation Center. His work has been recognized with several awards including the University of Michigan Dean's Award for Community Service, the Cambia Health Foundation Sojourns Leadership Award, and the American Academy of Hospice and Palliative Medicine Gerald Holman Distinguished Service Award.

Deborah Swiderski, MD received her BA from Barnard College and her MD from the Columbia University College of Physicians and Surgeons. She completed her Residency in Internal Medicine at Montefiore Medical Center. She is an Associate Professor of Medicine with joint appointments in the Departments of Medicine and Family and Social Medicine at the Albert Einstein College of Medicine. She has served as a clinician educator for her entire career, and as the Head of the Psychosocial Curriculum in the Residency Program in Social Medicine since 1988. Her areas of scholarly focus include the psychosocial aspects of adult primary care, the influence of the physician-patient relationship on medical care, end of life, and bioethics. She has been the Clinical Lead on the Serious Illness Conversation Project at Montefiore Health System since its inception in 2018 with a focus on understanding its utility and applicability in urban underserved primary care settings.

Faisel Syed, M.D. is an ABFM Board-certified family medicine physician with a personal mission to improve access to primary care. He is currently the National Director of Primary Care at ChenMed. Prior to this, he served as Associate Chief Medical Officer in Lakeland, Florida for Dedicated Senior Medical Center, a ChenMed company. Before joining Dedicated Senior Medical Center, Dr. Syed served as Chief Medical Officer at Tampa Family Health Centers. In that capacity, he oversaw efforts to improve both the quality and efficiency of care for 1 out of 10 people in Hillsborough County, over 120,000 patients. He is passionate about improving community health, specifically for

ROUNDTABLE ON QUALITY CARE FOR PEOPLE WITH SERIOUS ILLNESS.

the underserved. Dr. Syed worked with the University of South Florida (USF) to help develop a health professions workforce to support Florida's growing geriatric population along with addressing gaps in health care for older adults. Dr. Syed enjoys practicing a holistic style of medicine being a firm believer with promoting healthy lifestyle changes.

Megan Thompson- Megan Thompson has over 13 years of Hill experience and currently serves as a Senior Policy Advisor for Senator Jacky Rosen (D-NV), focusing mainly in the areas of health and child welfare policy. Specific areas of focus include improving care for patients with serious illness, public health, access to health coverage and care, provider shortage issues, palliative care, women's health, FDA policy, children's health and welfare, and improving outcomes for foster youth. She previously served in the offices of Senator Dianne Feinstein (D-CA) and Senator John Kerry (D-MA). Megan holds a Master's degree from the University of Wollongong in New South Wales, Australia and a Bachelor's degree from the University of Idaho.

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Integrating Serious Illness Care into Primary Care Delivery: A Workshop

Planning Committee Roster

Phillip Rodgers, M.D., F.A.A.H.P.M. (Co-Chair)

Professor, Family Medicine and Internal Medicine
Co-Director, Clinical Palliative Care Program
University of Michigan School of Medicine
Representing the American Academy of Hospice and Palliative Medicine (AAHPM)

Patricia M. Davidson, PhD, MED, RN, FAAN (Co-Chair)

Dean and Professor, School of Nursing Johns Hopkins University

Claire Ankuda, MD

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

Lori Bishop, MHA, BSN, RN

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

Jon Broyles, M.Sc

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

Deborah J. Cohen, PhD

Professor of Family Medicine Oregon Health and Sciences University

Carole Flamm, MD

Executive Medical Director
Blue Cross Blue Shield Association

Ann Greiner, MA

President and CEO
Primary Care Collaborative

Rebecca A. Kirch, JD

Executive Vice President, Policy and Programs National Patient Advocate Foundation

Lars Peterson, MD, PhD

Vice President of Research American Board of Family Medicine

Tammie Quest, MD

Professor and Chief, Emory Palliative Care Center, Emory University's Woodruff Health Sciences Center

ROUNDTABLE ON QUALITY CARE FOR PEOPLE WITH SERIOUS ILLNESS

Integrating Serious Illness Care into Primary Care Delivery: A Workshop Planning Committee Biosketches

Phillip Rodgers, M.D., F.A.A.H.P.M. (Co-Chair) is a Professor of Family Medicine and Internal Medicine at the University of Michigan, where has practiced and taught family medicine and subspecialty palliative medicine for nearly 25 years. He is founding director of the UM Palliative Care Program, and a member of the UM Institute for Health Policy and Innovation (IHPI). Dr. Rodgers has become a leading national expert in payment and care delivery innovation in palliative care, and has received numerous invitations to speak, consult and contribute technical expertise to multiple national conveners, stakeholders, and policymakers. He has also held numerous leadership positions within the American Academy of Hospice and Palliative Medicine (AAHPM), and led development of AAHPM's proposal for an alternative payment model for palliative care, which has been recommended for testing by the Centers for Medicare and Medicaid Services (CMS) Innovation Center. His work has been recognized with several awards including the University of Michigan Dean's Award for Community Service, the Cambia Health Foundation Sojourns Leadership Award, and the American Academy of Hospice and Palliative Medicine Gerald Holman Distinguished Service Award.

Patricia M. Davidson, PhD, MED, RN, FAAN (Co-Chair) Across her career, Dr. Davidson has been committed to developing innovative, person-centered models of care. She has been a registered nurse for four decades and has clinical, teaching and practice expertise in cardiovascular science and the care of vulnerable populations, particularly those with chronic and complex conditions. As Dean and Professor of the Johns Hopkins School of Nursing, she is strongly involved in doctoral education and strongly committed to mentorship of new investigators. She is committed to diversity, equity, inclusion and workforce development and interdisciplinary practice. To promote these values, she currently serves as the Secretary General of the Secretariat of the World Health Organizations Collaborating Centers for Nursing and Midwifery, and Counsel General of the International Council on Women's Health Issues. She is a member of Sigma Theta Tau International's Institute for Global Healthcare Leadership Advisory Board and a Board Member of the Consortium of Universities for Global Health. She also serves on the Board of Health Care Services for the National Academies of Sciences, Engineering, and Medicine. Throughout her career she has been devoted to mentoring the next generation of health professionals and scientists. Across her career she has mentored 43 pre-doctoral and 15 post doctoral trainees. She has also been actively involved in mentorship of early career researchers and nurse scientists. In 2016 she was the first nurse to receive the Australian Museum Eureka Prize for Outstanding Mentor of Young Researchers, the most prestigious research mentorship award in Australia. Dr. Davidson has over 550 publications in Scopus. Her H -Index is 45 (Scopus) and 66 in Google Scholar and i-10 Index is 385 and she has published 32 book chapters. Many of these publications are with students, mentees, clinical collaborators and fellow nurse scientists. Over her career she has received funding as prinicipal investigator from the National Institutes of Health, the National Health & Medical Research Council (NIH Equivalent Australia), Australian Research Council (NSF Equivalent Australia). She also currently serves as the Co-Director of the Enrichment Core for the NINR P30 Promoting Resilience in Persons with Multiple Chronic Conditions Promote Center (PI Szanton) and she is also an advisor to the NINR Funded Palliatitve Care Research Collaborative (PI Kutner).

Claire Ankuda, MD, is an Assistant Professor in the Department of Geriatrics and Palliative Medicine at the Icahn School of Medicine at Mount Sinai. A Vermonter, she earned an MD from the

ROUNDTABLE ON QUALITY CARE FOR PEOPLE WITH SERIOUS ILLNESS

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 during which time she conducted a 6-month policy externship at the Center for Medicare & Medicaid Innovation. Following this, she completed a Palliative Medicine fellowship 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.

Lori Bishop, MHA, BSN, RN 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.

Jon Broyles, M.Sc 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

ROUNDTABLE ON QUALITY CARE FOR PEOPLE WITH SERIOUS ILLNESS

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.

Deborah J. Cohen, PhD Deborah Cohen, Ph.D., has been developing her skills in qualitative methods for more than 20 years, and has spent more than a decade studying primary care practices, with a focus on clinician-patient communication, practice change and improvement and health information technology use. Dr. Cohen has expertise in a range of qualitative methods and approaches, including interviewing, observation, and conversation analysis. Dr. Cohen is a highly skilled analyst, and she has experience supervising qualitative teams in data collection, management and analysis of qualitative and mixed methods data.

Dr. Cohen uses her qualitative expertise on mixed methods teams to look at how improvements are implemented in primary care practices, to identify what changes are made, and to compare the effectiveness of observed practice change on process and outcomes measures. She has been a Principal Investigator on several federal and foundation funded grants, leading mixed methods teams to understand and tackle the complicated problems related to implementing and disseminating new innovations and important quality improvements in primary care practice. Her work has focused on comparing the effectiveness of approaches for improving preventive services, health behavior and behavioral and mental health care in the primary care setting.

Carole Flamm, MD, is Medical Director for the Office of Clinical Affairs at the Blue Cross and Blue Shield Association (BCBSA), a national federation of 36 independent, locally operated Blue Cross and Blue Shield companies. Dr. Flamm currently provides leadership support to Clinical Content for BCBSA's Evidence Street® including engagement with medical specialty societies and physicians at academic medical centers to manage the Clinical Input process. She also helps to support BCBS Plans with clinical implementation information related to new cellular immunotherapy and gene therapy products. Previously as Executive Medical Director she provided leadership and strategic direction in developing programs to evaluate and improve the quality and value of care experienced by Blue Cross and Blue Shield members, through collaboration with Blue Cross and Blue Shield companies, professional organizations and other key healthcare stakeholders. She has provided clinical leadership for the national Blue Distinction® Programs, including specialty designations that recognize hospitals that demonstrate expertise in delivering quality specialty care and a total care program that recognizes doctors and hospitals participating in locally tailored programs (Patient-Centered Medical Homes, Accountable Care Organizations or similar programs) designed to lower cost trend through better coordinated care. Previously, Dr. Flamm was Associate Director of BCBSA's Technology Evaluation Center (TEC) now called the Center for Clinical Effectiveness, which conducts systematic reviews of medical literature and provides leadership in evidence-based decision-making for new medical technologies. Before joining BCBSA, Dr. Flamm completed a fellowship in clinical epidemiology and health services research at the Brigham and Women's Hospital in Boston. She is board-certified in diagnostic radiology and was an instructor in radiology at Harvard Medical School and an associate in radiology at Beth Israel Hospital in Boston. Dr. Flamm received her medical degree from the University of Pennsylvania and holds a

ROUNDTABLE ON QUALITY CARE FOR PEOPLE WITH SERIOUS ILLNESS

Master's degree in public health from Harvard. She completed her undergraduate studies summa cum laude at the University of Virginia.

Ann Greiner, MA serves as President and Chief Executive Officer of the Primary Care Collaborative (PCC) where she is focused on defining and implementing an advocacy, research and education agenda that furthers comprehensive, team-based and patient-centered primary care. Ms. Greiner is a well-recognized leader in the quality field and has worked at a number of prestigious national organizations. Prior to joining the PCC in 2017, she served as Vice President of Public Affairs for the National Quality Forum (NQF) where she increased the visibility and influence of NQF on Capitol Hill. She also served as Deputy Director at the National Academies of Medicine, contributing to the Quality Chasm series of reports and related conferences. Ms. Greiner has also held leadership positions at NCQA and the American Board of Internal Medicine. She has a master's degree in Urban Planning from the Massachusetts Institute of Technology and a Bachelor of Arts degree in English Literature from Hobart and William Smith Colleges.

Rebecca Kirch, JD, is Executive Vice President of Healthcare Quality and Value for the National Patient Advocate Foundation (NPAF), the advocacy affiliate of the Patient Advocate Foundation (PAF). In this role, she provides strategic focus and leadership in bringing the millions of patient and family voices these two organizations represent to the forefront of national health care quality improvement efforts. Rebecca joined NPAF in April 2016, previously serving 15 years with the American Cancer Society and its advocacy affiliate, the American Cancer Society Cancer Action Network (ACS CAN). As a leading health policy expert and advocate in her field, Rebecca is dedicated to improving quality of life and the quality of care for all adults, children and families confronting serious illness. She has authored numerous article sand book chapters addressing priorities of person-centered care and quality improvement practices that promote skilled communication and goal-directed care, with particular emphasis on integrating palliative, psychosocial, and rehabilitation services with disease-directed treatment. Rebecca also played a leading role in planning and executing the Institute of Medicine and American Cancer Society 2015 joint workshop on "Comprehensive Cancer Care for Children and Families."

Lars Peterson, MD, PhD is a family physician and health services researcher who serves as Vice President of Research for the American Board of Family Medicine (ABFM). He also has an appointment as an Associate Professor in the Department of Family and Community Medicine at the University of Kentucky, where he provides direct clinical care and teaches students and residents. Dr. Peterson, a native of Utah, received his medical and graduate degrees from Case Western Reserve University in Cleveland, Ohio and completed his family medicine residency at the Trident/Medical University of South Carolina family medicine residency program. Dr. Peterson leads a research team focused on elucidating the outcomes of Family Medicine Certification, in particular the impact that certification activities have on the quality of care delivered by family physicians. Additionally, Dr. Peterson and his team seeks to understand the ecology of family medicine over time—what physicians do in practice and their contribution to high quality health care. His personal research interests also include investigating associations between area level measures of health care and socioeconomics with both health and access to health care, rural health, primary care, and comprehensiveness of primary care. Dr. Peterson has authored over 100 peer reviewed publications and made over 100 national / international conference presentations.

ROUNDTABLE ON QUALITY CARE FOR PEOPLE WITH SERIOUS ILLNESS

Tammie Quest, MD, is the Director of the Emory Palliative Care Center for Emory's Woodruff Health Sciences Center. She is Professor in the Department of Emergency Medicine, and Division of Geriatrics and Gerontology at the Emory University School of Medicine and board certified in Emergency Medicine and Hospice and Palliative Medicine. Dr. Quest is a Project on Death in America Faculty Scholar. Currently, she serves as the Chief of the Section of Palliative Medicine at the Atlanta VA Medical Center and is the former director of the Grady Cancer Center for Excellence Palliative Care Oncology Program. She is currently the Fellowship Program Director for the Emory University School of Medicine program in Hospice and Palliative Medicine and holds a strong interest in novel palliative care curriculum design and teaching methodologies for both undergraduate, graduate and post-graduate medical trainees that she teaches locally, regionally and nationally. Dr. Quest is the Director of the NCI sponsored Education in Palliative and End of Life Care-Emergency Medicine (EPEC-EM) Project. She serves as a member of the National Priorities Partnership's Palliative and End-of-life Care work group. With a strong interest in ethics and end of life care, she holds a core faculty appointment at the Emory University Center for Ethics and she is the immediate past-Chair of the Ethics Committee for the Society of Academic Emergency Medicine and a member of the ethics committee for the American College of Emergency Physicians. In 2016, she was appointed by Governor Nathan Deal to the Georgia Palliative Care and Quality of Life Advisory Council. She is also president-elect of the American Academy of Hospice and Palliative Medicine.