

Developing and Sustaining Effective Interprofessional Primary Care Teams

Committee

Deborah J. Cohen

Co-Chair

DEBORAH J. COHEN, PhD, is a professor and research vice chair at the Oregon Health & Science University Department of Family Medicine. 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 outcome measures. She has led 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 related to prevention and health behavior change, behavioral, mental health and chronic care. She has a PhD in communication, where she studied interpersonal and organizational communication. She was trained in a range of qualitative data collection methods, and was trained to analyze qualitative and quantitative data, but her emphasis was on using a range of approaches to analyze qualitative data, with an emphasis in ethnomethodology and conversation analysis. She was the Principal Investigator of the national evaluation of EvidenceNOW, funded by AHRQ. Dr. Cohen participates in a number of other studies and state-evaluation efforts, including the evaluation of the Medicaid Transformation Project in Washington state. Dr. Cohen is an elected member of the National Academy of Medicine and served on the National Academies committee that produced *Achieving Whole Health: A New Approach for Veterans and the Nation*.

Kameron L. Matthews

Co-Chair

KAMERON L. 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.

Andrea Anderson

Member

ANDREA ANDERSON, MD, M.Ed., FAAFP is a family physician and an associate professor at the George Washington School of Medicine and Health Sciences. She is the immediate past chair of the American Board of Family Medicine (ABFM), a board member of the Federation of State Medical Boards (FSMB), chair of the United States Medical Licensing Examination (USMLE) Management Committee, a past senior medical education consultant for the Association of American Medical Colleges (AAMC), and a former member of the National Advisory Council of the National Health Service Corps and National Health Service Corps Scholar. At GW, she serves in several roles including as the Associate Chief of the Division of Family Medicine, the chair of the clinical curriculum sub-committee, Director of the Scholarly Concentration in Health Policy, and course director of the required Transitions to Residency internship readiness capstone course. Throughout her career, Dr. Anderson has been active in DC health policy and medical regulation as well as teaching primary care, ethics, professionalism, and physician advocacy to medical students and residents. She is the Chair of the DC Board of Medicine, licensing and determining regulatory policy for the over 15,000 DC physicians and other licensees. She is a subject matter expert for national advisory committees of the National Board of Medical Examiners (NBME), namely the Patient Characteristics Advisory Panel and the Legal/Ethical Task Force. She has served on multiple national advisory committees for the FSMB including chairing the 2024 Workgroup on the Regulation of Physicians in Training and the National Ethics and Professionalism Committee which creates model practice national guidelines for state medical licensing boards. Dr. Anderson is the recipient of the 2022 GW Distinguished Service Award, the 2021 National Exemplary Teaching Award from the American Academy of Family Physicians, the 2019 Society of Teachers of Family Medicine (STFM) Advocate Award, the 2016 Brown School of Medicine Young Alumnae Achievement award, and the 1997 National Health Service Corps Scholarship. She is a current fellow of the Hedwig Van Ameringen Executive Leadership in Academic Medicine (ELAM) program, 2023 graduate of the International Leadership Excellence in Educating for Professionalism (LEEP) Faculty Scholars Program from the Academy for Professionalism in Health Care, a 2018 graduate of the Society of Teachers of Family Medicine Emerging Leaders Program, and a 2017 graduate of the GW Master Teacher Leadership Development Fellowship. Dr. Anderson is an alumna of the Program in Liberal Medical Education (PLME) at Brown University and Brown University School of Medicine. She completed a Master's degree of Education at the GW School of Education and Human Development. She completed her Family Medicine residency and Academic Medicine fellowship at Harbor-UCLA Medical Center where she served as the Chief Resident. Following this, she spent 15 years in clinical practice at the Upper Cardozo Health Center, a multi-lingual Federally Qualified Health Center in Washington, DC.

Tumaini R. Coker

Member

TUMAINI RUCKER COKER, MD, MBA, is professor of pediatrics at the University of Washington School of Medicine and division head of general pediatrics at Seattle Children's. As a general pediatrician and community-engaged health services researcher, her research focuses on community-partnered pediatric primary care delivery design to promote health equity and eliminate health and healthcare disparities for children and families in low-income communities. Dr. Coker leads a successful and extramurally-funded research program with a focus on community-engaged design, adaptation, testing, and dissemination of preventive care delivery models. She was the founding Research Director of the Health Equity Research Program at Seattle Children's Center for Diversity and Health Equity, and currently serves as the Co-Director of the University of Washington's NIH-funded Child Health Equity Research Fellowship. Dr. Coker is a member of the United States Preventive Services Task Force (USPSTF). Dr. Coker was commissioned to complete technical reviews for two National Academies Reports: Parenting Matters: Supporting Parents of Children Ages 0-8, and Adolescent Health Services: Missing Opportunities. She was a member of the National Academies committee that produced Implementing High-Quality Primary Care: Rebuilding the Foundation of Health Care and served as chair of the committee that produced the report Addressing the Long-Term Impact of the COVID-19 Pandemic on Children and Families.

Yvonne G. Davis

Member

YVONNE G. DAVIS, is a native South Carolinian hailing from Marion, South Carolina. A veteran of Higher Education, Mrs. Davis served in the James A. Rogers Library as the Acquisitions Coordinator and retired as Library Manager in 2015 after 34 years. Mrs. Davis was a founding member and a past president of the Francis Marion University African American Faculty and Staff Coalition. After retirement Mrs. Davis continued to be one of Community Health Centers biggest advocates, and took her voice to a higher level, and became the Consumer Board Representative on the National Association of Community Health Centers Executive Board. After serving 8 years in that position, Mrs. Davis decided not to run for reelection, and moved her advocacy back to state and local level, which she refers to it as "Boots on the Ground." In February of 2018 the Yvonne G. Davis Community Service Scholarship was named in her honor on behalf of the University to be awarded to a student who strives to meet the health care needs of his or her community.

Karen L. Fortuna

Member

KAREN L. FORTUNA, PhD, MSW, is an Assistant Professor of Psychiatry at the Geisel School of Medicine at Dartmouth and Co-Founder of the Collaborative Design for Recovery and Health. As an international collaborative of patients, community health workers, peer support specialists, caregivers, policymakers and payer systems, the Collaborative uses community-based participatory research to facilitate the development, evaluation, and implementation of digital tools that leverage mobile health to address needs identified by community members from vulnerable populations at the intersection of race and disability status, including but not limited to, older adults with multiple chronic health conditions and people with disabilities, rare diseases, and psychiatric disorders. Her work spans many settings from primary care to community-based care. Dr. Fortuna has received funding from the Patient-Centered Outcomes Research Institute (PCORI), National Institute of Mental Health, American Federation of Aging, Brain and Behavior Foundation, Japan Agency for Medical Research and Development, and the New York Academy of Sciences. Overall, she has been responsible for conducting or collaborating on more than 30 research projects including topics such as health disparities, self-management, patient engagement in digital technologies, participatory human-centered design, and has pioneered a new field of study “digital peer support”. She is the 2022-2023 Chair of the Patient Engagement National Advisory Council to PCORI.

Ishani Ganguli

Member

ISHANI GANGULI, MD, MPH, is an Associate Professor of Medicine, health services researcher, and practicing primary care physician at Harvard Medical School and Brigham and Women’s Hospital. Her research focuses on primary care delivery and payment policy – including the evolution of primary care visits, Medicare’s Annual Wellness Visit, telemedicine, direct scheduling, and fee-for-service and value-based payment models. She also studies the use and consequences (cascades) of low-value care and gender equity. She has received regional and national research awards including the New England Regional SGIM Award for Excellence in Clinician Investigation (2020), the Academy Health Annual Research Meeting Publication of the Year Award (2021), and the Seema S. Sonnad Emerging Leader in Managed Care Research Award (2022). Dr. Ganguli serves as an Associate Editor at JAMA Internal Medicine. She is also a former journalist who has written about science and health care for publications including The Boston Globe and The Washington Post. She received her AB, MD, and MPH from Harvard University and completed internal medicine/primary care residency and health policy and management fellowship at Massachusetts General Hospital. Dr. Ganguli also serves as a consultant for F Prime Capital, a company that invests in health services, technology, and insurance companies.

Cheryl Giscombe

Member

CHERYL GISCOMBE, PhD, RN, PMHNP-BC, FAAN is the Senior Associate Dean and Chief Wellness Officer at the University of North Carolina at Chapel Hill School of Nursing. She is also a tenured Distinguished Professor in the School of Nursing with a secondary appointment in the School of Medicine/Department of Social Medicine. She is a social and health psychologist, a nationally board certified psychiatric nurse practitioner, and a certified holistic health consultant. Dr. Giscombe has been continuously supported over the past twenty years by research grants funded by the National Institutes of Health, the Josiah Macy Foundation, and the Robert Wood Johnson Foundation. Her research focuses on biopsychosocial mechanisms of stress and chronic health conditions. She developed the highly-cited and evidence-based Superwoman Schema (TM) Conceptual Framework and the Giscombe Superwoman Schema (TM) Questionnaire. Dr. Giscombe also serves as a PI for the Complementary and Integrative Health T32 Fellowship Program at the UNC Chapel Hill School of Medicine, and she is the Principal Investigator of the NIH R01 randomized-clinical trial, entitled "Harmony" which focuses on reducing cardiometabolic risk via a community-engaged mindfulness-based, behavioral lifestyle intervention. Dr. Giscombe also serves as an appointed Chair and Standing Committee member of the Biobehavioral Mechanisms of Emotions, Stress, and Health Study Section of the National Institutes of Health (2022-2025). Dr. Giscombe was one of the Inaugural Fellows/Design Partners for the Harvard Macy Institute's Art Museum-Based Health Professions Education Fellowship, and she currently serves as a lecturer for the Harvard Medical School continuing medical education course "Training Our Eyes, Hearts; and Minds: Visual Thinking Strategies (VTS) for Healthcare Professionals" which is focused on art-based practices to promote resilience and well-being. She was also a design partner for the Robert Wood Johnson Foundation's Clinical Scholars Program. Dr. Giscombe is an elected member of the National Academy of Medicine and an elected fellow of the American Academy of Nursing, the Academy of Behavioral Medicine, and the Mind & Life Institute.

Kevin Grumbach

Member

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

Member

LAUREN S. HUGHES, MD, MPH, MSc, MHCDS, FAAFP (Co-chair), 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.

Yalda Jabbarpour

Member

YALDA JABBARPOUR, MD, is a family physician and Director of the Robert Graham Center for Policy Studies in Primary Care. In this role, she oversees a team of researchers who create and curate the evidence to support primary care. She conducts research on the primary care workforce, payment and investment in primary care, scope of practice for family physicians, factors contributing to primary care burnout and the integration of public health and primary care. Dr. Jabbarpour first came to the Robert Graham Center as a Robert L. Phillips Health Policy fellow in 2015 and served as the Medical Director of the center from 2018-2022. She sees patients clinically at the MedStar Family Medicine Center in Spring Valley.

Dr. Jabbarpour received her undergraduate degree at the University of California, Los Angeles. She attended medical school at the Georgetown University School of Medicine and completed her residency in Family Medicine at the Georgetown University/Providence Hospital family medicine residency. Dr. Jabbarpour and her team at the Robert Graham Center, with support from the Milbank Memorial Fund, were responsible for authoring the first primary care scorecard and creating the first national dashboard on primary care based on the National Academies report *Implementing High Quality Primary Care: Rebuilding the Foundation of Health Care*.

Alex H. Krist

Member

ALEX H. 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*.

Candace Sprott

Member

CANDACE SPROTT, MD, MBA, FAAP, FACP practices comprehensive outpatient internal medicine and pediatrics at the Southern California Permanente Medical Group where she has been since 2016. She also serves as the medical director of her medical office and conducts peer review for the department of Internal Medicine. Dr. Sprott is highly active in the American College of Physicians, the professional home for all Internal Medicine physicians. She is the Chair of her local chapter's Early Career Physician Committee as well as a member of the ACP national Council of Early Career Physicians and the Diversity, Equity and Inclusion (DEI) Committee. In addition to these roles, she serves as Assistant Producer for the DEI shift podcast, a nationally recognized podcast hosted by the ACP that focuses on DEI topics within medicine. She's passionate about operations and strategic planning, enjoys connecting with her patients through curiosity and empathy and loves the thrill a great case. Dr. Sprott trained in a combined Internal Medicine and Pediatrics residency program at Christiana Care Health System and the Alfred I duPont/Nemours Children's Hospital in Delaware. After her chief year she completed a patient safety and quality improvement fellowship.

Mary K. Wakefield

Member

MARY WAKEFIELD, PhD, RN, FAAN (Co-chair), serves on a number of non-profit and government boards and committees including the Veterans Health Administration Special Medical Advisory Group, 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) 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 Institute of Medicine 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

Member

EBONI WINFORD, PhD, MPH, is the Vice President of Research and a licensed psychologist at Cherokee Health Systems 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.

Marc Meisnere

Staff Officer

MARC MEISNERE, M.H.S., is a senior program officer on the National Academies of Sciences, Engineering, and Medicine's Board on Health Care Services. Since 2010, Mr. Meisnere has worked on a variety of NASEM consensus studies and other activities that have focused on mental health services for service members and veterans, suicide prevention, primary care, and clinician well-being. Most recently, he was the study director for the 2021 NASEM report *Implementing High-Quality Primary Care: Rebuilding the Foundation of Health Care* and the 2023 report, *Achieving Whole Health: A New Approach for Veterans and the Nation*. Before joining NASEM, Mr. Meisnere worked on a family planning media project in northern Nigeria with the Johns Hopkins Center for Communication Programs and on a variety of international health policy issues at the Population Reference Bureau. He is a graduate of Colorado College and the Johns Hopkins University Bloomberg School of Public Health.