

Exploring Opportunities to Improve Patient Access to Care through Strategic Changes to Graduate Medical Education

A WORKSHOP



NATIONAL
ACADEMIES

Sciences
Engineering
Medicine

Exploring Opportunities to Improve Patient Access to Care Through Strategic Changes to Graduate Medical Education

Day 1 March 24, 2026 · 1 – 5PM ET

Day 2 March 25, 2026 · 8:30AM – 3:30PM ET

Table of Contents

Hybrid Meeting Information	2
Location & Maps	3
Workshop Agenda	5
Speaker Roster	10
Planning Committee & Staff	12
Biosketches	13
Thank You	26
Policy for Participants in NASEM Activities	27

Meeting Information

Exploring Opportunities to Improve Patient Access to Care through Strategic Changes to Graduate Medical Education

March 24-25, 2026

Hybrid Workshop	
<p>In-Person: Room K100 <i>National Academies Keck Center</i> 500 5th St, NW Washington, DC 20001 Map</p>	<p>Virtual: Link to live webcast Exploring Opportunities to Improve Patient Access to Care through Strategic Changes to Graduate Medical Education</p>

Guidance for Virtual Attendees:

- We welcome your involvement in the workshop. Please join the public chat using SLIDO (located below the livestream) to ask questions and submit comments.
- Supplemental materials are available for download on our Event Page under “Meeting Materials”.
- The workshop is being webcast and recorded. Video recordings and copies of slide presentations will be posted on the webpage within 1-2 weeks.

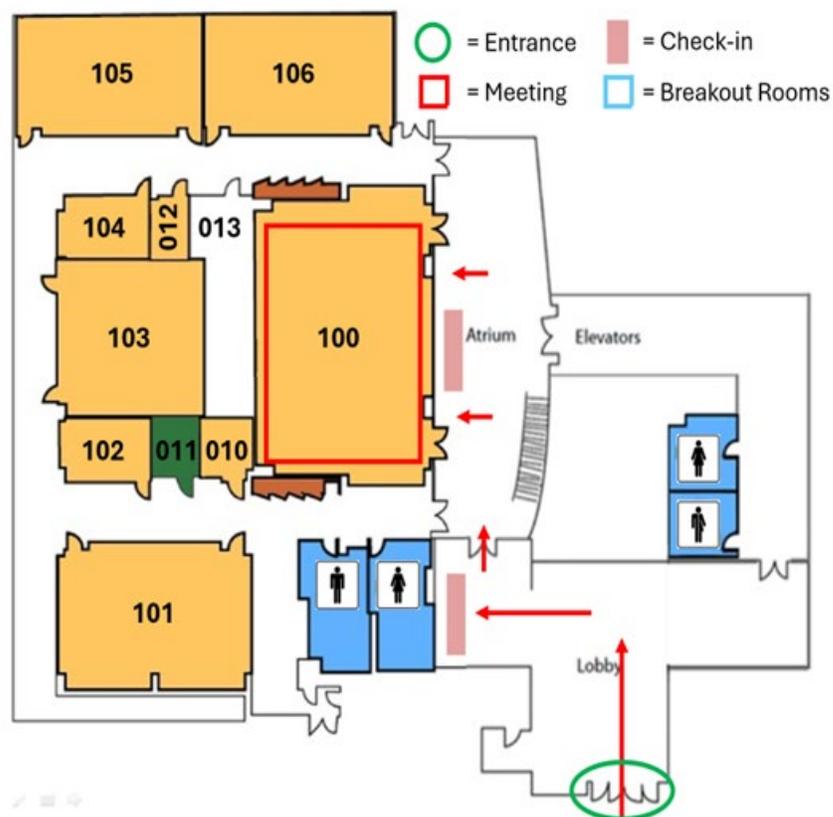
Guidance for In-Person Attendees:

- NASEM’s top priority is the safety of our travelers and staff. Click [here](#) to see our operating status and protocols for inclement weather. NASEM remains committed to preventing the infection and spread of the flu, COVID-19, and RSV. Masks are optional and available at the check-in table if needed.
- Getting to Keck Center
 - The nearest Metro station is Judiciary Square (Red Line)
 - Exit the station by following signs to the Building Museum (F Street) exit, between 4th and 5th Streets, NW.
 - Turn left and walk west on F Street, NW.
 - Cross Fifth Street, NW, and turn left.
 - Walk past the fire station parking lot. The next building on your right will be 500 Fifth Street, NW.
 - The nearest airport is Ronald Reagan Washington National Airport (DCA). You can check their [website](#) for live security checkpoint wait times.
 - The nearest [Amtrak](#) rail is Union Station (WAS).

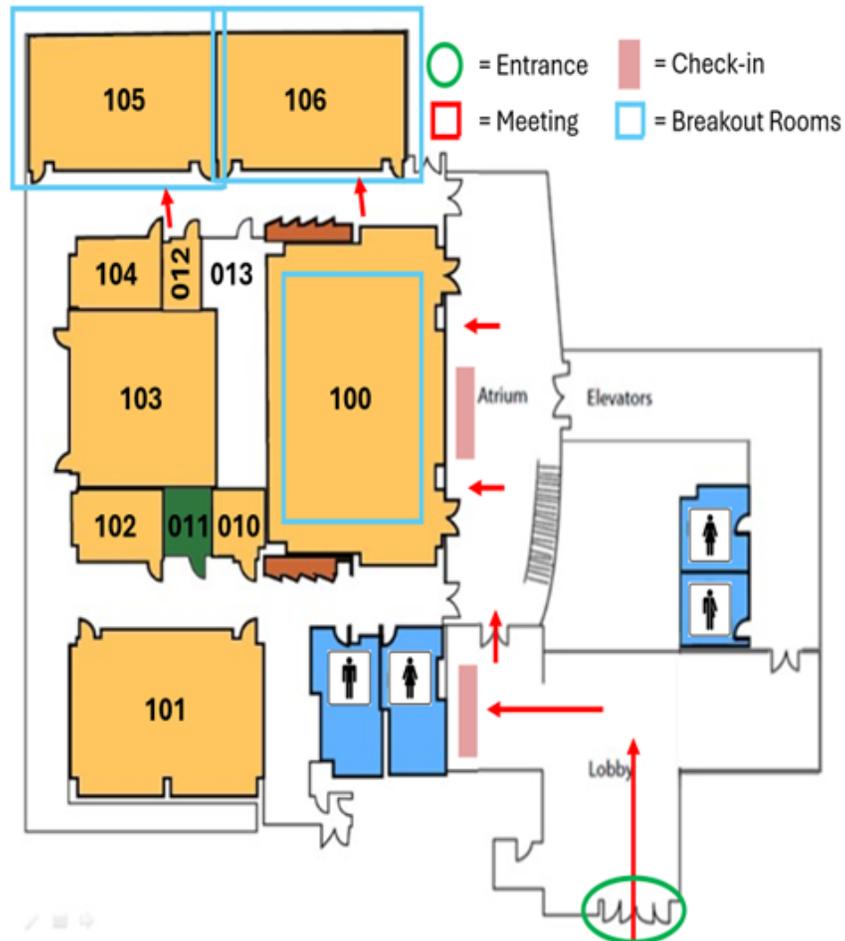
- Parking is available and free for in-person registrants. The Keck garage entrance is located on 6th street between E and F streets. When entering, be ready to present your identification card and inform security staff of the meeting you are attending. After parking in Level P1 in the garage, take the designated guest elevator to the front lobby. *Overnight parking is strictly prohibited.*

Meeting Location & Maps

- Day 1 and Day 2 of the workshop is held in Room **K100** with an overflow room located in Room K209.



- Breakout Sessions are held in Rooms **K100**, **K105**, and **K106**. Please visit check-in table to see which breakout room you are assigned to.



- The Keck Cafeteria is located on the 3rd floor atrium.

Exploring Opportunities to Improve Patient Access to Care through Strategic Changes to Graduate Medical Education A Workshop

March 24-25, 2026
Washington, DC

WORKSHOP AGENDA

PURPOSE

A planning committee of the National Academies of Sciences, Engineering, and Medicine will organize and host a [1.5-day public workshop](#) to consider ways to enhance broad patient access to care through strategic changes to graduate medical education (GME), including collection and reporting of outcomes data, financial policy reforms, and evidence-based physician workforce planning. With emphasis on primary care, the workshop will feature invited presentations and panel discussions on topics such as:

- Possible strategies to catalyze data-sharing and reporting around common GME outcomes metrics to aid in developing a physician workforce that meets the needs of the U.S. population
- Relevant lessons learned from state leaders who are leveraging significant GME investments to address physician shortages and maldistribution within their states, and
- Potential ways to catalyze consistent, evidence-based GME financing policy actions at the state and federal levels.

BACKGROUND MATERIAL

Mathematica Discussion Paper

Accountability in Graduate Medical Education: Exploring Federal Investment, Policy Momentum, and Strategic Workforce Planning



TUESDAY, MARCH 24, 2026

1:00–1:20

OPENING REMARKS

Welcome

Robert Phillips, *Chair*

Founding Executive Director

The Center for Professionalism & Value in Health Care

Sponsor Remarks

Kathryn Phillips

Associate Director, Improving Access

California Health Care Foundation

1:20–2:50

SESSION I: PROBLEM IDENTIFICATION & SCOPE – DEFINING THE LANDSCAPE AND ASSESSING GME OUTCOMES AND WORKFORCE TRENDS

- 1) Assess current GME outcomes, spending, and reporting/analysis
- 2) Analyze workforce patterns and key barriers affecting the expansion of primary care access
- 3) Apply existing data to guide and strengthen policy development.

Facilitator:

Diane Rittenhouse, *Consultant*

Senior Fellow

Mathematica

Past Considerations and Recommendations: IOM's 2014 GME Consensus Report and NASEM's 2017 & 2019 GME Outcomes and Metrics Workshops

Debra Weinstein

President & CEO

Accreditation Council for Graduate Medical Education (ACGME)

GME Outcomes and Total Spending

Emily Hawes, *Planning Committee*

Professor & Director

Sheps GME Technical Assistance Center, University of North Carolina Chapel Hill

Yalda Jabbarpour

Director

The Robert Graham Center for Policy Studies

2:50-3:00

BREAK

3:00-4:30

SESSION II: THE ROLE OF FEDERAL GOVERNMENT – OPPORTUNITIES, CHALLENGES, AND STRATEGIES TO ENHANCE ACCOUNTABILITY

1) Define what accountability means to the federal government and explore processes that can adapt to evolving physician workforce priorities. 2) Review existing federal authorities that enable accountability tracking in GME and identify potential gaps where new authorities might be required to enhance oversight. 3) Discuss barriers and how to negotiate needed changes if accountability is not present to avoid harming pipeline production/programs.

Facilitator:

Lori Rodefeld, *Planning Committee*

Director

Wisconsin Collaborative for Rural Graduate Medical Education

Federal Support for GME: CRS Analysis and Policy Considerations

Elayne Heisler

Analyst

Congressional Research Service

Panel Discussion

Candice Chen

Associate Administrator, Bureau of Health Workforce

Health Resources and Services Administration

Vijay Kannan

Director, Office of Clinical Performance and Health Impact

Indian Health Service

Jake Quinton

Chief Medical Officer, Center for Medicare

Centers for Medicare & Medicaid Services

Ryan Scilla

Director, Medical Dental Education

Department of Veterans Affairs, Office of Academic Affiliations

4:30–4:45 CLOSING REMARKS

Robert Phillips, Chair
Founding Executive Director
The Center for Professionalism & Value in Health Care

END OF DAY 1

WEDNESDAY, MARCH 25, 2026

8:30–8:45 OPENING REMARKS

Welcome & Brief Recap of Day 1

Robert Phillips, Chair
Founding Executive Director
The Center for Professionalism & Value in Health Care

8:45–9:15 Keynote Address

Kyu Rhee
President & Chief Executive Officer
National Association of Community Health Centers

9:15–10:30 SESSION III: ACCOUNTABILITY & OUTCOMES– ASSESSING STATE LEVEL GME EFFORTS TO ADDRESS PHYSICIAN SHORTAGES AND MALDISTRIBUTION

1) Learn relevant lessons from state leaders who are using data and leveraging significant GME investments to address physician shortages and maldistribution within their states. 2) Discuss state-level policies, incentives, and mechanisms that represent a robust distribution of financing, highlighting outcomes and lessons from implemented strategies.

Facilitator: **Sunita Mutha, Planning Committee**
Director
Healthforce Center, University of California San Francisco

Florida Medicaid and GME Solutions

Christopher Cogle (Virtual), Planning Committee
Chief Medical Officer
Florida Agency for Health Care Administration

Building Our Physician Workforce: Missouri Growth of GME

Heidi Miller
Chief Medical Officer
Missouri Department of Health and Senior Services

GME Accountability Strategies: Arizona Case Based, Data Informed Interventions Measuring Effectiveness and Return on Investment

Daniel Derksen
Associate Vice President & Director

University of Arizona Center for Rural Health

Wisconsin Rural GME Development & Support

Lori Rodefeld, *Planning Committee*

Director

Wisconsin Collaborative for Rural Graduate Medical Education

10:30-10:45 Break

10:45–11:45 SESSION IV: GAPS AND NEEDS –STRENGTHENING AND SUSTAINING THE PHYSICIAN WORKFORCE TO MEET THE NEEDS OF THE US POPULATION

- 1) *Identify specialties experiencing workforce shortages, particularly in underserved areas.*
- 2) *Explore strategies to increase the proportion of trainees entering these shortage specialties*
- 3) *Discuss approaches to ensure equitable geographic distribution of these specialists and identify successful or potential models to build and sustain them.*

Facilitator:

Erin Fraher

Co-Director, Program on Health Workforce Research & Policy

Cecil G. Sheps Center for Health Services, University of North Carolina Chapel Hill

Panel Discussion

Natasha Bray (Virtual)

Dean

Oklahoma State University College of Osteopathic Medicine at the Cherokee Nation in Tahlequah

Daniel Elswick

Professor & Farnsworth Chair for Educational Psychiatry

West Virginia University

Benjamin Jarman

Vice President of Medical Education

Emplify Health by Gundersen

11:45-12:45 LUNCH BREAK

12:45–2:10 SESSION V: BREAKOUT ACTIVITY – IDENTIFYING PROMISING MODELS, POLICIES AND PARTNERSHIPS TO SUPPORT GME STRATEGIC NEEDS

In a breakout activity, workshop attendees split into small groups to enable more candid discussion and deeper engagement. Participants will discuss accountability, identify barriers, share stakeholder perspectives, and propose actionable next steps.

Facilitator:

Diane Rittenhouse, *Consultant*

Senior Fellow

Mathematica

Breakout Activity: In-person attendees to see breakout assignment list and room numbers. Virtual attendees can respond to the breakout questions via SLIDO and/or return at 2:10pmET when livestream resumes. Staff will compile SLIDO input for breakout leads/reports.

Breakout 1: What should the GME system be accountable for now and in the future?	
<u>Lead:</u> Kelly J. Caverzagie Chair, Council on Medical Education American Medical Association	<u>Report:</u> Jonathan Jaffery Chief Health Care Officer Association of American Medical Colleges
Breakout 2: What does an ideal accountability system look like? What are the different levels of accountability that are needed?	
<u>Lead:</u> Kathryn Phillips Associate Director, Improving Access California Health Care Foundation	<u>Report:</u> Maura Biszewski Senior Vice President, Osteopathic Engagement American Osteopathic Association
Breakout 3: What are the policy barriers and facilitators for change to the current GME system? What are the innovations needed to overcome the barriers?	
<u>Lead:</u> Sarah Hemeida Assistant Professor, Family & Community Medicine, UT Southwestern Medical Center Farley Health Policy Center, University of Colorado GME Transformation	<u>Report:</u> Tracey L. Henry RWJF Health Policy Fellow National Academy of Medicine

2:10–3:10

LEADERSHIP ROUNDTABLE

Facilitator:

Robert Phillips, Chair
Founding Executive Director
The Center for Professionalism & Value in Health Care

Breakout Leads Report-Out & Discussion
Planning Committee: Workshop Synthesis & Open Floor

3:10–3:30

CLOSING
Sponsor Reflections

Melinda Abrams
Executive Vice President of Programs
The Commonwealth Fund

Workshop Closing Remarks
Robert Phillips, Chair
Founding Executive Director
The Center for Professionalism & Value in Health Care

3:30pmET

ADJOURN

END OF DAY 2

Exploring Opportunities to Improve Patient Access to Care through Strategic Changes to Graduate Medical Education: A Workshop

March 24 - 25, 2026

Speaker Roster

****Melinda Abrams, MS**

Executive Vice President
The Commonwealth Fund

Maura Biszewski+

Senior Vice President, Osteopathic Engagement
American Osteopathic Association

Natasha N. Bray, DO, MSED

Dean
OSU College of Osteopathic Medicine
Cherokee Nation in Tahlequah

Kelly J. Caverzagie+, MD

Senior Associate Dean for Education
Oregon Health & Science University School of
Medicine

Candice Chen, MD, MPH

Associate Administrator
Bureau of Health Workforce
Health Resources and Services Administration

***Christopher Cogle, MD**

Professor and Chief Medical Officer
University of Florida and Florida Agency
for Health Care Administration

Daniel Derksen, MD

Associate Vice President for Rural Health
Workforce Development Initiatives
University of Arizona Health Sciences
Director, Arizona Center for Rural Health
and PI Arizona State Office of Rural Health

Daniel Elswick, MD, FACP

Professor and Dana L. and Peggy M.
Farnsworth Endowed Chair
Department of Behavioral Medicine
and Psychiatry
West Virginia University

Erin Fraher+, PhD, MPP

Co-Director, Program on Health Workforce
Research and Policy at the UNC-Chapel Hill
Cecil G. Sheps Center for Health Services
Research

Director, Carolina Health Workforce Research
Center

Adjunct Associate Professor, UNC-Chapel Hill
Department of Health Policy and Management

***Emily Hawes, PharmD, BCPS, CPP**

Professor and Director
University of North Carolina School of Medicine
Department of Family Medicine
Sheps Graduate Medical Education – Technical
Assistance Center

Elayne Heisler, PhD

Analyst in Health Services
Congressional Research Service

Sarah Hemeida+, MD, MPH

Assistant Professor
UT Southwestern Medical Center
Farley Health Policy Center, University of Colorado
Graduate Medical Education Transformation

Tracey L. Henry+, MD, MPH, MS, FACP

RWJF Health Policy Fellow
National Academy of Medicine

Yalda Jabbarpour, MD

Director
The Robert Graham Center for Policy Studies

Jonthan Jaffery+, MD, MS, MMM, FACP

Chief Health Care Officer
Association of American Medical Colleges

Benjamin Jarman, MD, FACS

General Surgeon
Gundersen Medical Foundation
Vice President of Medical Education
Emplify Health by Gundersen

Vijay Kannan, MD, MPH

Acting Director, Office of Clinical and
Preventive Services
Director, Office of Clinical Performance and
Health Impact
Indian Health Service Headquarters

Heidi Miller, MD

Chief Medical Officer
Missouri Department of Health and Senior Services

***Sunita Mutha+, MD**

Director Healthforce Center
University of California, San Francisco

****Kathryn Phillips+, MPH**

Associate Director, Improving Access
California Health Care Foundation

***Robert Phillips+, MD, MSPH**

Founding Executive Director
The Center for Professionalism & Value in
HealthCare
American Board of Family Medicine

Jake Quinton, MD, MPH, FACP

Chief Medical Officer, Center for Medicare
Centers for Medicare & Medicaid Services

Kyu Rhee, MD, MPP

President and Chief Executive Officer
National Association of Community Health Centers

*****Diane Rittenhouse+, MD, MPH**

Senior Fellow
Mathematica

***Lori Rodefeld+, MS**

Director
Wisconsin Collaborative for Rural GME

Ryan Scilla, MD, MS-HPE, FACP

Director of Medical and Dental Education
VA Office of Academic Affiliations
Veterans Health Administration
Department of Veterans Affairs

Debra Weinstein, MD

President and Chief Executive Officer
Accreditation Council for Graduate Medical
Education

+Facilitator

* Planning Committee

**Sponsor

***Consultant to the Committee

**EXPLORING OPPORTUNITIES TO IMPROVE PATIENT ACCESS TO CARE THROUGH STRATEGIC CHANGES
TO GRADUATE MEDICAL EDUCATION: A WORKSHOP**

Statement of Task: A planning committee of the National Academies of Sciences, Engineering, and Medicine will organize and host a 1.5-day public workshop to consider ways to enhance broad patient access to care through strategic changes to GME, including collection and reporting of outcomes data, financial policy reforms, and evidence-based physician workforce planning. With emphasis on primary care, the workshop will feature invited presentations and panel discussions on topics such as:

- Possible strategies to catalyze data-sharing and reporting around common GME outcomes metrics to aid in developing a physician workforce that meets the needs of the U.S. population
- Relevant lessons learned from state leaders who are leveraging significant GME investments to address physician shortages and maldistribution within their states, and
- Potential ways to catalyze consistent, evidence-based GME financing policy actions at the state and federal levels.

A proceedings-in brief of the presentations and discussions at the workshop will be prepared by a designated rapporteur in accordance with institutional guidelines.

Webpage: Please visit the [project webpage](#) for additional information

Sponsor: ABIM Foundation; American Board of Family Medicine; Arnold Ventures; California Health Care Foundation; The Commonwealth Fund

PLANNING COMMITTEE ROSTER

Robert L. Phillips, MD, MSPH (Chair)

Founding Executive Director
Center for Professionalism & Value in Health Care

Christopher R. Cogle, MD

Chief Medical Officer
Florida Agency for Health Care Administration

Sanjay Desai, MD

Chief Academic Officer
American Medical Association

Emily M. Hawes, PharmD, BCPS, CPP

Professor & Director
University of North Carolina School of Medicine
Sheps GME Technical Assistance Center, UNC

Sunita Mutha, MD

Director of Healthforce Center
Associate Dean for Academic Affairs
University of California, San Francisco

Lori Rodefeld, MS

Director, Rural GME Development
Wisconsin Collaborative for Rural GME

COMMITTEE CONSULTANT

Diane Rittenhouse, MD, MPH
Senior Fellow
Mathematica

CHPP STAFF

Sharyl Nass, PhD

Senior Program Director
Healthcare & Public Health, CHPP

Marc Meisnere, MHS

Senior Program Officer
Healthcare & Public Health, CHPP

Erika Chow

Research Associate
Healthcare & Public Health, CHPP
Biomedical Health Sciences, CHPP

Makeda Haughton

Senior Program Assistant
Healthcare & Public Health, CHPP

Exploring Opportunities to Improve Patient Access to Care through Strategic Changes to Graduate Medical Education: A Workshop
March 24 - 25, 2026

Planning Committee Biosketches



Robert LeRoy Phillips, Jr., MD, MSPH (Chair)
The Center for Professionalism & Value in Health Care

Dr. Robert Phillips is the Founding Executive Director of The Center for Professionalism & Value in Health Care in Washington, DC, and a practicing family physician. He previously served as vice-chair of the Council on Graduate Medical Education and co-chair of the Population Health subcommittee of the National Committee on Vital and Health Statistics. His expertise is in health services and primary care research, focusing on informing clinical care and supporting policies. He leads a national primary care registry with research supported by several federal agencies and philanthropies. Dr. Phillips is a member of the NAM (2010). He received the David Rall Medal for Distinguished Leadership (2024). He was a Fulbright Specialist to the Netherlands and New Zealand. He completed medical school at the University of Florida and trained in family medicine

at the University of Missouri, where he completed a National Research Service Award fellowship. Prior NRC service includes: Policies and Practices for Supporting Family Caregivers Working in Science, Engineering, and Medicine (2022-2024) Co-Chair, Implementing High-Quality Primary Care (2020-2021), Evaluation of the IOM Future of Nursing Study and Robert Wood Johnson Foundation Campaign for Action (2015), Integration of Public Health and Primary Care (2012), and Parental Depression Impact on Children (2009).



Christopher R. Cogle, MD
University of Florida and Florida Agency for Health Care Administration

Dr. Christopher R. Cogle is an author, physician-scientist, and public health leader whose work spans academic medicine and public policymaking. He serves as Professor of Medicine at the University of Florida and as Chief Medical Officer for Florida's Agency for Health Care Administration and Florida Medicaid, where he helps oversee care delivery and policy affecting millions of residents. Dr. Cogle is the author of *Public Startup*, a book examining how government institutions, particularly Medicaid, serve as laboratories for innovation in health, business, law, and public policy. A medical oncologist and health services researcher, he has authored more than 150 peer-reviewed publications and has helped launch companies that translate scientific

and clinical insights into practical tools for patients, physicians, and health plans. His work focuses on how data, leadership, and policy design can improve population health and strengthen public institutions. He has received honors from the National Academy of Medicine as an Emerging Leader in Health and Medicine Scholar, the Milbank Memorial Fund, Harvard Business School, and the American Cancer Society.



Sanjay Desai, MD
American Medical Association

Dr. Sanjay Desai is the Chief Academic Officer for the American Medical Association where he leads innovation and policy in medical education, with a focus on precision education leveraging AI and data technologies. Dr. Desai joined the AMA from Johns Hopkins where he was the Myron L. Weisfeldt Professor of Medicine, Director of the Osler Medical Residency, and Vice Chair for Education in the Department of Medicine. He is an accomplished clinician, researcher, educator, and administrator with appointments in Pulmonary and Critical Care, General Internal Medicine, and the Carey School of Business. Before Hopkins, he was Director of the medical ICU at the Medstar Washington Hospital Center. Dr. Desai has been widely

recognized for his accomplishments in academic medicine, national policy, clinical practice and health systems

administration. His research focuses on leveraging technology and high-quality data to inform policy and practice in medical education. He has authored over 60 peer-reviewed manuscripts, including original research in the *New England Journal of Medicine*. He earned his medical degree from Harvard Medical School, and graduated summa cum laude with a Bachelor of Science in Engineering from University of Pennsylvania, and Bachelor of Science in Economics from the Wharton School of Business. He previously worked in management consulting in the US and Southeast Asia with McKinsey & Company and currently lives in Bethesda, Maryland.



Emily M. Hawes, PharmD, BCPS, CPP

University of North Carolina School of Medicine Department of Family Medicine;
Sheps Graduate Medical Education – Technical Assistance Center

Dr. Emily Hawes is a professor in the Department of Family Medicine at UNC School of Medicine and has been engaged in medical and pharmacy education for over 13 years. She directs the federally-funded Rural Residency Planning and Development and Teaching Health Center – Technical Assistance Centers. She also leads the newly launched North Carolina GME Center aimed at expanding and sustaining rural residencies in the state. She practices as a Clinical Pharmacist Practitioner providing collaborative drug therapy management in a primary care clinic in rural North Carolina. Dr. Hawes serves on the Board of Directors for the National Resident Matching Program and for a local federally qualified health center, High

Country Community Health. Her research focuses on state and federal health workforce policy and graduate medical education development and sustainability in rural and underserved areas.



Sunita Mutha, MD, FACP

University of California, San Francisco

Dr. Sunita Mutha is Professor of Medicine in the School of Medicine at the University of San Francisco (UCSF) and is a practicing primary care physician. She leads Healthforce Center at UCSF, which for three decades has advanced expertise in workforce research and evaluation, capacity-building, and policy to catalyze workforce improvements by connecting policy-makers, government, philanthropy, and decision-makers. She has served on committees for the National Quality Forum, The Joint Commission and Millbank Memorial Fund’s committee to develop a national scorecard to measure the implementation of high-quality primary care. She is chair of the Board of Directors for Physicians for a Healthy California which is dedicated to improving community health, growing a diverse physician workforce and promoting health equity and as

well as the National Advisory Board for Philip R. Lee Institute for Health Policy Studies at UCSF. Dr. Mutha graduated from Albany Medical College and completed her residency at University of Pittsburgh followed by fellowship in the Robert Wood Johnson Clinical Scholars Program at Stanford University. She is a current fellow in the Executive Leadership in Academic Medicine (ELAM) a national program which aims to prepare individuals for senior leadership roles in schools of medicine, public health, dentistry, and pharmacy.



Lori Rodefled, MS

Wisconsin Collaborative for Rural Graduate Medical Education;
Sheps Graduate Medical Education – Technical Assistance Center

Lori Rodefled is the Deputy Director of the Sheps Graduate Medical Education Technical Assistance Centers at the UNC Cecil G Sheps Center for Health Services Research, University of North Carolina – Chapel Hill. She also serves as the Director of GME Development at the Wisconsin Collaborative for Rural Graduate Medical Education, where she engages with stakeholders statewide to support the existing 30 rural residency programs as well as 10 GME programs in development. Her career in GME started at the SSM Monroe hospital where she led efforts to create three new programs including the first rural program in her state in over

20 years. Lori is engaged in state and national GME efforts serving on the AACOM UME-GME Task Force, Treasurer of the

Rural Medical Training Collaborative (RMTC), Board President of GME Transformation (GME/T), National Rural Health Association Government Affairs Committee, and other state level organizations that support physician workforce initiatives.



Diane Rittenhouse, MD, MPH (Consultant)
Mathematica

Dr. Diane Rittenhouse is a Senior Fellow at Mathematica and Professor of Family Medicine and Health Policy at the University of California, San Francisco. She has more than two decades of experience researching health care organization, delivery, financing, and workforce — and translating that research into policy. Over that time, she has led major studies of physician practices, primary care transformation, and workforce development, including graduate medical education. Her work has been published in leading journals, including the *New England Journal of Medicine*, *JAMA*, *Health Affairs*, and *Annals of Family Medicine*. She serves as an expert advisor to the Health of U.S. Primary Care Scorecard recommended by the National Academies of Sciences, Engineering, and Medicine and has briefed members of

Congress on the role of primary care in health reforms. She is a family physician who practiced for 10 years in a community-based faculty practice at UCSF.

Workshop Speaker Biosketches



Melinda Abrams, MS
Commonwealth Fund (Sponsor)

Melinda K. Abrams, M.S., is executive vice president for programs at the Commonwealth Fund, where she has responsibility for the development and management of the Fund's grant programs. Since coming to the Fund in 1997, Ms. Abrams has worked on the Fund's Task Force on Academic Health Centers, the Child Development and Preventive Care program, led the Patient-Centered Coordinated Care Program, and most recently was the senior vice president of the Delivery System Reform and International Health Policy programs. Ms. Abrams has served on many national committees and boards for private organizations and federal agencies and is a peer-reviewer for several journals. Ms. Abrams was the recipient of a Champion Award

from the Primary Care Development Corporation and a Primary Care Community/Research Leadership Award from the Patient-Centered Primary Care Collaborative. Ms. Abrams holds a B.A. in history from Cornell University and an M.S. in health policy and management from the Harvard School of Public Health.



Maura Biszewski
American Osteopathic Association

Maura Biszewski is Senior Vice President of Engagement at the American Osteopathic Association (AOA), where she provides executive leadership across certification, education, membership, research, and public health initiatives. She has spent her career at the intersection of graduate medical education policy, accreditation, and professional self-regulation, with deep experience translating complex system change into operational outcomes that support learners, educators, and institutions nationwide. Maura played a central leadership role in the transition to a single graduate medical education (GME) accreditation system, guiding the successful conversion of AOA-accredited residency and fellowship programs into the ACGME framework

and fostering sustained collaboration among national physician and accrediting organizations. Her work has been published in *Health Affairs* and peer-reviewed medical education journals, including analyses of physician training trends and updates on the single accreditation system's implementation and impact. She is a frequent national speaker on accreditation,

workforce development, and governance, and currently serves as a public member of the Board of Pharmacy Specialties. She holds a BA in Political Science and Sociology from Loyola University Chicago, graduating with honors.



Natasha N. Bray, DO, MEd
OSU College of Osteopathic Medicine

Dr. Natasha N. Bray is Dean of the OSU College of Osteopathic Medicine at the Cherokee Nation in Tahlequah, Oklahoma, and Associate Dean for Accreditation for OSU Center for Health Sciences. She is board certified in Internal Medicine and Addiction Medicine. Dr. Bray earned her Doctor of Osteopathic Medicine degree from OSU-COM, completed her internship as Chief Intern Physician at Philadelphia College of Osteopathic Medicine, and finished her residency at Cambridge Health Alliance/Harvard Affiliated Hospital. She holds a Master of Science in Medical Education with emphasis on simulation and competency-based assessment. In 2025, Dr. Bray made history as the first osteopathic physician to serve as Chair of the Board for the National Resident Matching Program (NRMP). She leads the first tribally affiliated medical school in the country, which focuses on training primary care physicians for rural, tribal and underserved Oklahoma communities. Dr. Bray has extensive experience in

medical education program development and accreditation, serves on several national committees, and has published multiple research articles. She has received numerous national awards for her contributions to medicine and medical education. Her career is dedicated to addressing physician workforce shortages in rural areas through innovative medical education programs.



Kelly J. Caverzagie, MD
Oregon Health & Science University

Dr. Kelly J. Caverzagie is Professor of Medicine and serves as the Senior Associate Dean for Education in the School of Medicine for the Oregon Health & Science University. Starting in this role in July 2024, he oversees all aspects of the educational mission including undergraduate medical education, graduate medical education, continuing professional development, and graduate studies programs. He is a graduate of the University of Nebraska College of Medicine (UNMC) and completed his Internal Medicine residency and chief residency at the same institution. Afterwards, he completed a Clinician Educator fellowship at the University of Pennsylvania before taking faculty positions at Henry Ford Hospital in Detroit, Michigan. In 2012 he headed back UNMC serving as Associate Dean in the College of

Medicine and Vice-President of Education at Nebraska Medicine before heading to OHSU. Dr. Caverzagie has focused on advocating for the advancement of medical education across the continuum. At UNMC, he led a comprehensive medical school curriculum redesign to include new structures and educational content intended to better prepare medical students to succeed in residency and beyond. Dr. Caverzagie has expertise in the assessment and evaluation of learners, with a focus on competency-based education. He serves as a member of the Board of Directors for the Accreditation Council for Graduate Medical Education (ACGME) and is also Chair-Elect of the American Medical Association (AMA) Council on Medical Education. He has been an active member of the AMA House of Delegates throughout his career. Further away from home, Dr. Caverzagie serves as Co-Chair for the International Conference on Residency Education (ICRE) and belongs to the International Competency Based Educators (ICBE) Collaborators. Clinically, Dr. Caverzagie continues to practice as an academic internal medicine hospitalist where he enjoys teaching complex decision-making, communication in difficult situations, and issues surrounding health care policy, health system redesign, and education reform.



Candice Chen, MD, MPH

Bureau of Health Workforce, Health Resources and Services Administration

Dr. Candice Chen is the associate administrator of the Bureau of Health Workforce (BHW) at the Health Resources and Services Administration (HRSA). BHW’s mission is to improve the health of people by strengthening the health workforce and connecting skilled health care providers to communities in need. BHW administers over 70 workforce programs with the goal of improving access to quality health care by developing, distributing, and retaining a competent health workforce. BHW supports the health workforce across the entire education and training to service continuum. Dr. Chen rejoined HRSA, having served as the BHW director of the Division of Medicine and Dentistry from 2014 to 2018. From 2018 to 2024, she

was an associate professor of health policy and management at the George Washington University Milken Institute School of Public Health. Her work focused on primary care, health workforce for underserved communities, and health professions education research and policy. Dr. Chen received her medical degree from Baylor College of Medicine, completed her pediatrics residency and community pediatrics fellowship at Children’s National Hospital, and her master’s in public health at the George Washington University. She is a board-certified pediatrician and practiced primary care in Southeast Washington, DC for over 15 years.



Daniel Derksen, MD

University of Arizona Health Sciences

Dr. Daniel Derksen is a tenured professor in the Mel & Enid Zuckerman College of Public Health, with joint appointments in the College of Nursing and the Colleges of Medicine in Tucson and Phoenix. He is the Associate Vice President for Rural Health Workforce Development Initiatives for the University of Arizona Health Sciences. He directs the Arizona Center for Rural Health and is PI of the Arizona State Office of Rural Health and HRSA Medicare Rural Hospital Flexibility Program. In these roles he works with Arizona’s 175 federally qualified health centers, 55 Rural Health Clinics, 17 critical access hospitals, 16 Indian Health Service (IHS) and 28 Tribal Operated (P.L. 93-638) clinics and hospitals. He serves as Senior Advisor for the Arizona Area Health Education Center (AHEC) Program which since 1984 is State of Arizona and federal designated and funded working with Arizona’s six AHEC Regional Centers, three public universities, and ten

rural health professions programs. Dr. Derksen led the UAHS 2024-2029 proposal awarded by the Halle Foundation to expand existing and create new rural primary care graduate medical education (PC GME) residency programs. He is currently working on Arizona’s Rural Health Transformation Program (RHTP) with the State of Arizona Governor’s Office, Arizona Department of Health Services, Office of Economic Opportunity, and the state’s Medicaid program – the Arizona Health Care Cost Containment System (AHCCCS) - and stakeholders by providing technical assistance, policy briefs, and education. These materials can be found on our Center for Rural Health AZ RHTP Toolkit.



Daniel Elswick, MD, FACLP

West Virginia University

Dr. Daniel E. Elswick is a professor and Dana L. and Peggy M. Farnsworth Endowed Chair of Educational Psychiatry in the Department of Behavioral Medicine and Psychiatry at West Virginia University. He also serves as Vice Chair for Education and Associate Residency Director. In 2023, Dr. Elswick was appointed Assistant Dean for Academic Initiatives at the West Virginia University School of Medicine’s Eastern Campus. In 2025, he was named Signature Vice Chair for Education for the WVU Rockefeller Neuroscience Institute. A recognized national leader in developing graduate medical education programs for rural and underserved populations, Dr. Elswick is committed to addressing health disparities through medical workforce expansion. He is board-certified in internal medicine, psychiatry, addiction

medicine, and consultation-liaison psychiatry. His clinical and research interests reflect his diverse training and include hospital and medical psychiatry, collaborative care, psycho-oncology, thought disorders, HIV, substance use disorders, rural health, telemedicine, and primary care for patients with severe mental illness. He has a particular interest in behavioral

factors contributing to negative health outcomes such as tobacco use and substance dependence, with a focus on methamphetamine use in rural and underserved populations. Nationally, Dr. Elswick serves on the ACGME Review Committee for Psychiatry and advises on rural and underserved residency development for the Cecil G. Sheps Center for Health Services Research at the University of North Carolina GME Technical Assistance Center.



Erin Fraher, PhD, MPP
UNC-Chapel Hill Department of Family Medicine

Dr. Erin Fraher is a Professor in the Department of Family Medicine at the University of North Carolina at Chapel Hill as well as co-Director of the Program on Health Workforce Research & Policy at the Cecil G. Sheps Center for Health Services Research. Dr. Fraher's research on the training, regulation, and payment of the nation's health workforce has been used by state and federal policy makers in their efforts to address workforce shortages, particularly in rural and underserved communities. Dr. Fraher's research focuses on graduate medical education, interprofessional teams in new models of care, developing rigorous methodologies to project how many health workers will be needed under different possible "futures," and using life course theory to better understand health professionals' career trajectories. She is the immediate past

Chair of the Council on Graduate Medical Education (COGME) and is a member of the Congressional Budget Office's Panel of Health Advisors.



Elayne Heisler, PhD
Congressional Research Service

Dr. Elayne J. Heisler examines graduate medical education and potential policy responses at the Congressional Research Service. She provides research and analysis to Congress on a wide range of healthcare issues, including workforce, rural health, access, emergency care, and the Indian Health Service. Prior to joining CRS in 2009, she was a senior analyst in health care at the U.S. Government Accountability Office, where she researched physician specialty choice and tribal participation in Medicare and Medicaid. Dr. Heisler has also managed research grants and inter-agency projects on population, aging, and other topics at the National Institutes of Health's National Institute on Aging. She holds a doctorate in sociology from Duke

University and a bachelor's degree in human development from Cornell University.



Sarah Hemeida, MD, MPH
Farley Health Policy Center; GMET (Graduate Medical Education Transformation)

Dr. Sarah Hemeida is an Assistant Professor in the Department of Family and Community Medicine at UT Southwestern Medical Center. Dr. Hemeida earned her medical degree at Texas Tech University Health Sciences Center and her master's degree in public health at the Colorado School of Public Health. She completed her family medicine residency at the University of Colorado and received advanced training through a National Research Service Award, primary care research and policy fellowship at the Adult and Child Consortium for Health Outcomes Research and Delivery Science at the University of Colorado. Certified by the American Board of Family Practice, she joined the UT Southwestern faculty in 2023. As a Scholar with the Farley Health Policy Center, she has been working to advance policies that support advanced primary care and integrated behavioral health since 2014. Dr. Hemeida currently serves as a board member of GME/T (Graduate Medical Education Transformation) and has worked with the U.S.

Senate HELP committee to advise proposed legislation on graduate medical education and primary care workforce. In her spare time, Dr. Hemeida serves as the Director of Empowher Health, a nonprofit dedicated to educating Muslim women on their health and dispelling cultural misinformation. She also hosts the weekly podcast *She Should Know*, which focuses on women's health education and wellbeing for the Muslim community.



Tracey L. Henry, MD, MPH, MS, FACP
RWJF Health Policy Fellow

Dr. Henry is a physician leader, educator, researcher and nationally recognized health policy expert and advocate. In 2024, Dr. Henry was selected as a Robert Wood Johnson Foundation Health Policy Fellow where she served on the U.S. Senate Committee on Finance, advising policymakers on Medicare including GME Financing, Parts B and C, Medicaid, ACA provisions. Dr. Henry's goal is to foster a healthier society by bridging both the medical and public health paradigms. Her clinical and research interests encompass advancing health equity, behavioral health integration into primary care, health systems science transformation, workforce and climate and health. Nationally, she has served on a number of advisory councils for primary care, health care delivery systems, and payment reform. Dr. Henry has served in many leadership roles in the American College of Physicians, the American Medical Association and the Society of

General Internal Medicine, including Chair of the ACP Council of Early Career Physicians, Associate Program Director for the SGIM Leadership in Health Policy, Chair of SGIM Health Policy Education Subcommittee and the AMA's Council on Legislation. Her contributions to medicine and service have been recognized with numerous awards, including the AMA's Women Inspirational Physician Award, the ACP McDonald National Award for Early Career Physicians, and the American Medical Women's Association Exceptional Mentor Award. Dr. Henry earned her MD from Georgetown University School of Medicine, an MPH from Johns Hopkins University, and an MS in Neuroscience from Tulane University. During her residency, she served on the ACP Council of Residents/Fellows and received the AMA Paul Ambrose Award for Leadership Among Resident Physicians.



Yalda Jabbarpour, MD
The Robert Graham Center for Policy Studies

Dr. Yalda Jabbarpour 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. Dr. Jabbarpour and her team at the Robert Graham Center, with support from the Milbank Memorial Fund, are responsible for authoring the primary care scorecards 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*. She sees patients clinically at the MedStar Family Medicine Center in Spring Valley. 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. She is a member of the Council on Graduate Medical Education, a federal advisory committee. 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.



Jonathan Jaffery, MD, MS, MMM, FACP
Association of American Medical Colleges

As chief health care officer, Dr. Jonathan B. Jaffery leads the AAMC’s efforts to improve health care access, quality, and affordability and to advance clinical leadership and effectiveness. In this role, he works closely with constituents from AAMC-member institutions, federal agencies, and partnering organizations with a mission to enable teaching health systems and hospitals to provide access to high-value, high-quality patient care; sustain their academic missions; and remain financially stable. Before AAMC, Dr. Jaffery served as chief population health officer at UW Health, the integrated health system of the University of Wisconsin-Madison (UW), and as president of the UW Health Accountable Care Organization, providing strategic leadership for UW Health’s transformation toward value-based care. He was on the faculty of the Division of Nephrology in the Department of

Medicine at the UW School of Medicine and Public Health ensuring the institution provided patients with access to high-quality, affordable care — contributing to the health of the community and improving the lives of at-risk populations. He previously served as the chief medical officer for the state of Wisconsin’s Medicaid program. As a 2010-11 Robert Wood Johnson Foundation Health Policy Fellow, he worked for the Senate Committee on Finance on issues related to delivery system and payment reform. Since 2018, Jonathan has served as a commissioner on the Medicare Payment Advisory Commission (MedPAC). A board-certified nephrologist, he is a member of several professional organizations, including the American Association for Physician Leadership and the American Society of Nephrology, and he is a fellow of the American College of Physicians. He received his bachelor’s degree from the University of Michigan and his medical degree from The Ohio State University College of Medicine, and completed his residency and fellowship at the University of Vermont Medical Center. He earned graduate degrees from the University of Wisconsin School of Medicine and Public Health and the University of Southern California Marshall School of Business.



Benjamin Jarman, MD, FACS
Emplify Health by Gundersen

Dr. Benjamin T. Jarman is a board-certified general surgeon at Emplify Health by Gundersen in La Crosse, WI. His interests include general, rural, and global surgery, in addition to medical education. He serves as the Edwin Overholt Vice President of Medical Education and Designated Institutional Official for the Gundersen Medical Foundation. Dr. Jarman is a past President of the Association of Program Directors in Surgery and the Wisconsin Surgical Society. He has served on the Accreditation Council for Graduate Medical Education Transitional Year Review Committee and as a consultant for the Surgery Review Committee writing group. He is currently serving on the American Board of Surgery as a Councilor for a 6-year term with responsibilities on the General Surgery Board, the Qualifying Exam committee, and the Education Planning committee. He is a member of the Blue Ribbon

Committee which recently released recommendations for the future of surgical education. Dr. Jarman serves as the Associate Dean for the Gundersen Health System/Western Academic Campus of the University of Wisconsin School of Medicine and Public Health and as the Medical Director for the University of Wisconsin – La Crosse Physician Assistant Program. He earned his medical degree from the Indiana University School of Medicine and completed surgery training at Mount Carmel Health System in Columbus, Ohio.



Vijay Kannan, MD, MPH
Indian Health Service

Dr. Vijay Kannan is the Director of the Office of Clinical and Preventive Services at the Indian Health Service, which directs the agency’s national-scale health programs, as well as the Director of the Office of Clinical Performance and Health Impact, which leads the agency’s work on the monitoring and evaluation of clinical care, on academic affairs, and on telehealth. Prior to joining the Indian Health Service he served as a Technical Officer at the World Health Organization Headquarters in Geneva, Switzerland, working on emergency care capacity building, COVID-19 response, and integrated health systems quality, and prior to that as faculty at Harvard Medical School in the Department of Emergency Medicine at Beth Israel Deaconess Medical Center,

where his academic focus was on the use of registry-based analytics and applied implementation science methodology for quality improvement.



Heidi Miller, MD
Missouri Department of Health and Senior Services

Dr. Heidi B. Miller is the Chief Medical Officer of the Missouri Department of Health and Senior Services. She previously served as the Medical Director of the St. Louis Regional Health Commission and the St. Louis Integrated Health Network, and she worked as a population health strategy consultant for the Missouri Primary Care Association and the Missouri Medicaid Primary Care Health Home Initiative. Dr. Miller has maintained her primary care practice at a Federally Qualified Health Center in St. Louis, Family Care Health Centers. Dr. Miller trained at Yale University and Harvard Medical School, and she completed her residency in Internal Medicine Primary Care at Harvard’s Brigham and Women’s Hospital. She is the recipient the Health Care Champion Award from MHCA and was

recognized as one of the St. Louis Business Journal 40-under-40 honorees. Dr. Miller has focused her career on promoting policies that foster integrated, team-based, equitable, and trauma-informed care for our most disenfranchised patients, while improving the public health of Missourians overall.



Kathryn Phillips, MPH
California Health Care Foundation (Sponsor)

Kathryn E. Phillips is an associate director on CHCF’s Improving Access team, which works to improve access to coverage and care for Californians with low incomes. Kathryn supports strategy across the team, develops strategic priorities and new initiatives to build the future health care workforce in California, and fosters alignment of workforce activities across the foundation. In her previous role as a senior program officer, Kathryn managed the California Improvement Network and led the foundation’s efforts to advance primary care, including modernizing payment for Federally Qualified Health Centers and public health care systems, accelerating the adoption of integrated behavioral health care statewide, and improving population health management capabilities among providers that serve Medi-Cal members. She continues to lead programming to improve health equity by fostering greater investment in

primary care systemwide. Before joining CHCF, Kathryn was the program director for practice transformation at Qualis Health (now Comagine Health), a nonprofit population health consulting firm. She directed regional and national quality improvement projects, including the landmark Safety Net Medical Home Initiative, which developed and tested an evidence-based framework to guide primary care redesign efforts. Her portfolio also included initiatives to advance care integration and the capacity of primary care practices to deliver behavioral health and oral health services. Previously, Kathryn worked at the National Business Group on Health, where she built public-private partnerships to create evidence-based purchasing guidelines and workplace health programs to advance clinical preventive services, maternal and child health, and behavioral health. Kathryn holds a bachelor’s degree in anthropology from the University of Oregon and a master’s degree in public health from the University of Michigan.



Jake Quinton, MD, MPH, FACP
Centers for Medicare & Medicaid Services

Dr. Jacob ‘Jake’ Quinton is a primary care internist and a medical officer for the Center for Medicare and Medicaid Innovation (CMMI) where he leads the equity strategy for the Patient Care Models Group (PCMG) and designs and implements value-based payment models focused on specialty care and interactions between primary care clinicians and specialists. Before CMMI, Dr. Quinton completed a fellowship in general internal medicine and health services research at UCLA in the National Clinician Scholars Program and was an NIH-funded health disparities researcher focused on Medicaid managed care organizations. He trained in primary care – internal medicine at Yale New Haven Hospital and before entering medicine was a high school science teacher in New Orleans, LA.



Kyu Rhee, MD, MPP
National Association of Community Health Centers

Dr. Kyu (“Q”) Rhee is a mission driven physician leader, educator, scientist, and innovator with extensive experience developing transdisciplinary teams across the nonprofit, public, and private sectors to improve the health system, particularly for underserved communities. Recognized as one of Modern Healthcare’s 100 Most Influential People in Healthcare for 2025, he serves as President and CEO of the National Association of Community Health Centers (NACHC). Since the first community health centers (CHCs) opened in 1965, they have grown into a national network of over 17,000 locations employing 330,000 people and delivering high quality, affordable, patient governed primary care to 52 million individuals across every state, U.S. territory, and the District of Columbia. Before joining NACHC, Dr. Rhee was Senior Vice President and Aetna Chief Medical Officer at CVS Health, where he led more than 1,500 clinicians in delivering integrated clinical and population health solutions serving up to 65 million people. Previously, he spent a decade as IBM’s Chief Health Officer, overseeing global initiatives to transform health using data, analytics, artificial intelligence, research, and services across multiple sectors. Dr. Rhee also served in the U.S. Department of Health and Human Services during the Affordable Care and Recovery Acts, including as Chief Public Health Officer of the Health Resources and Services Administration (HRSA) and as Director of the Office of Innovation and Program Coordination at the National Institutes of Health (NIH). Earlier in his career, he worked as a National Health Service Corps physician and Chief Medical Officer for CHCs in the Washington, DC/Baltimore region. He completed his internal medicine and pediatrics residency and Chief Residency at Cedars Sinai and holds degrees from Yale, Harvard, and USC.



Ryan Scilla, MD, MS-HPE, FACP
Veterans Health Administration

Dr. Ryan Scilla serves as Director of Medical and Dental Education for the Office of Academic Affiliations (OAA), Department of Veterans Affairs, Veterans Health Administration. In this role, he oversees educational programs for over 51,000 resident physicians, 29,000 medical students and 1,000 dental students and residents. Dr. Scilla previously served as Director of Quality, Safety, and Improvement and Associate Chief of Staff for Education for the VA Maryland Healthcare System. Dr. Scilla received a B.S. from Pennsylvania State University and an M.D. from Lewis Katz School of Medicine at Temple University. He completed his internal medicine residency at the University of Maryland Medical Center, where he also served as Chief Resident in Medicine. He received an M.S. in Health Professions Education from the University of Maryland. Dr. Scilla is a board-certified internal medicine physician who holds a faculty appointment at the University of Maryland School of Medicine and practices hospital medicine at the VA Maryland Healthcare System.



Debra Weinstein, MD
Accreditation Council for Graduate Medical Education

Dr. Debra Weinstein became the President and Chief Executive Officer of the Accreditation Council for Graduate Medical Education (ACGME) on January 1, 2025. Between 2021 and 2024 she was the Chief Academic Officer for Michigan Medicine and Executive Vice Dean for Academic Affairs at the University of Michigan Medical School, as well as Professor of Learning Health Sciences and of Internal Medicine. She previously served as Vice President for Graduate Medical Education at Mass General Brigham, where she had been the Designated Institutional Official and, earlier, the Program Director in Internal Medicine at Massachusetts General Hospital (MGH). Dr. Weinstein is a graduate of Wellesley College and Harvard Medical School. She trained in Internal Medicine and Gastroenterology at MGH. Dr. Weinstein has been actively engaged in medical education research and innovation, and was the initial Principal Investigator for an American Medical Association “Reimagining

Residency” grant focused on competency-based, time-variable GME. Dr. Weinstein has been a Trustee of Intealth, the MGH Institute for Health Professions, and the ACGME. She is a past-chair of the Association of American Medical College’s Group on Resident Affairs, was a member of the Institute of Medicine’s Committee on the Governance and Financing of GME, and chaired the Macy Foundation conference on reforming GME and two National Academies of Science, Engineering and Medicine workshops on GME Outcomes and Metrics. Dr. Weinstein served as Deputy Editor of *Academic Medicine*, was on the *New England Journal of Medicine*’s Perspectives Advisory Board and chaired the ACGME Board’s Journal Oversight Committee during the launch of JGME. She was a 2006-7 American Council on Education Fellow and has been honored with the ACGME’s Parker Palmer Courage to Lead Award and John C. Gienapp Award for Distinguished Service.

Workshop Support (Virtual Liaison)



Gerald Jay Fetter, Jr., MSHA, MD
American Board of Family Medicine

Mr. Gerald "Jay" Fetter, Jr. is Program Director for Residency Redesign at the American Board of Family Medicine Foundation (ABFM/F), where he leads national efforts to transform how family physicians are trained for modern primary care. With more than twenty-five years in health professions education, Jay has held GME leadership roles at the American Academy of Family Physicians, served as Executive Director of the Association of Family Medicine Residency Directors (AFMRD), and facilitated practice transformation for teaching practices.

At the ABFM, Mr. Fetter directs FM AIRE, a national learning collaborative experimenting with CBME and length of training in family medicine residency programs, and SOAR, a learning community that equips programs with GME outcomes data to support program self-study and GME excellence. His recent peer-reviewed work includes publications in the *Annals of Family Medicine* on residency learning networks and outcomes assessment.

Staff Biosketches



Sharyl J. Nass, PhD
Senior Program Director
Program on Health Care and Public Health
Center for Health, People, & Places

Dr. Sharyl Nass serves as Senior Program Director for Health Care and Public Health at the National Academies of Sciences, Engineering, and Medicine. The National Academies provide independent, objective analysis and advice to the nation to solve complex problems and inform public policy decisions related to science, technology, and medicine. The Health Care and Public Health program addresses the delivery of primary and specialty health care across the life course, including care quality and patient safety, workforce, training, and financing, as well as public health services, including prevention, surveillance, epidemiology, and population health improvement. For more than 25 years, Dr. Nass has worked on a broad range of health and science policy topics that include cancer research and care, the quality and safety of health care and clinical trials, developing technologies for precision medicine, and strategies to support clinician and patient well-being. She has a Ph.D. from Georgetown University and undertook postdoctoral training at the Johns Hopkins University School of Medicine, as well as a research fellowship at the Max Planck Institute in Germany. She also holds a B.S. and an M.S. from the University of Wisconsin–Madison. She has been the recipient of the Cecil Medal for Excellence in Health Policy Research, a Distinguished Service Award from the National Academies, the Institute of Medicine staff team achievement award (as team leader), and the Health and Medicine Division Mentor Award.



Marc Meisnere, MHS
Director, Standing Committee on Primary Care
Program on Health Care and Public Health
Center for Health, People, & Places

Marc Meisnere is a senior program officer on the National Academies of Sciences, Engineering, and Medicine in the Health Care and Public Health program area and is the director of the Standing Committee on Primary Care. Since 2010, Mr. Meisnere has worked on a variety of National Academies 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. He was the study director for the 2021 National Academies 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 the National Academies, 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.



Erika Chow, BS
Research Associate, Biomedical Health Sciences
Program on Health Care and Public Health
Center for Health, People, & Places

Lin (Erika) Chow is a Research Associate at the National Academies of Sciences, Engineering, and Medicine. She currently supports projects within the Center for Health, People, and Places (CHPP), including the Standing Committee on Emerging Infectious Diseases and 21st Century Health Threats in the Biomedical and Health Sciences program, along with several workshops in the Health Care and Public Health program. Prior to CHPP, she served as a Research Assistant for the Board on Global Health. Prior to the Academies, she worked in the Policy and Regulatory Division at the Air-Conditioning, Heating, and Refrigeration Institute (AHRI) supporting key scientific research on electrification and the transition to low-global warming potential (low-

GWP) refrigerants. She earned her bachelor’s degree in biology with a minor in business management and leadership from

The Catholic University of America. She began her career as a bench scientist fulfilling her childhood dream of working in a BSL-3/BSL-4 lab - contributing to studies on human retroviruses at NCI (Fort Detrick) and malaria vaccine development at the Walter Reed Army Institute of Research (WRAIR).



Makeda (Keda) Haughton, BA

Senior Program Assistant
Program on Health Care and Public Health
Center for Health, People, & Places

Ms. Makeda Haughton serves as a Senior Program Assistant at the National Academies of Sciences, Engineering, and Medicine, where she supports senior leadership and advances high-impact initiatives within the National Cancer Policy Forum. She plays a key role in planning and executing strategic convenings and managing core operational functions. Prior to joining the National Academies, Ms. Haughton built a foundation in corporate marketing and guest engagement at Darden Restaurants, where she supported brand strategy and customer experience initiatives. She also worked in learning and development roles in South Korea, where she designed and implemented programs that strengthened engagement and performance. She holds a

Bachelor of Arts in Communication from the University of Central Florida.

To Our Sponsors

We extend our sincere thanks to the sponsors whose generous support made this workshop a reality:

- ABIM Foundation
- American Board of Family Medicine
- Arnold Ventures
- California Health Care Foundation
- The Commonwealth Fund

Letter from the Chair

I offer my deepest appreciation to Dr. Diane Rittenhouse and to each member of the planning committee for their shared commitment to strengthening Graduate Medical Education's capacity to meet the needs of the nation. Your expertise and collaboration created a powerful platform for meaningful conversation and developing practical options to do better. I believe this two-day program -- focused on improving patient access to care through strategic changes to GME policy -- represents the most significant opportunity for progress in a decade.

This consequential conversation would not have been possible without our sponsoring organizations and their generous support and shared commitment to advancing this important work. I am especially grateful to Kathryn Phillips and the California Health Care Foundation for recognizing the potential in a kernel of an idea 18 months ago. Your partnership, along with that of all our sponsors, was instrumental in making this workshop both possible and successful.

None of this happens without the experienced guidance and coordination of the extraordinarily talented staff of the National Academies. Marc, Erika, and Keda not only managed extensive logistical and operational details but also offered creative and constructive ideas that helped translate purpose into action. You are the reason the National Academies are where these crucial conversations happen.

Finally, I am grateful to our participants. Nearly a century ago, the medical profession exercised its self-regulatory authority to ensure that each generation of physicians was prepared to meet the needs of our patients and the public. That social contract requires ongoing stewardship lest we lose the privilege it confers. Thank you for sharing in that stewardship.



Robert L. Phillips,
Planning Committee Chair

Thank You

Preventing Discrimination, Harassment, and Bullying: Policy for Participants in National Academies Activities

Purpose

To prohibit discrimination, harassment, and bullying for all participants in National Academies activities.

Applicability

All participants in all settings and locations in which the National Academies work and activities are conducted.

Preventing Discrimination, Harassment, and Bullying: Policy for Participants in National Academies Activities

The National Academies of Sciences, Engineering, and Medicine (National Academies) are committed to the principles of integrity, civility, and respect in all of our activities. We look to you to be a partner in this commitment by helping us to maintain a professional and cordial environment. **All forms of discrimination, harassment, and bullying are prohibited in any National Academies activity.** This policy applies to all participants in all settings and locations in which the National Academies work and activities are conducted, including committee meetings, workshops, conferences, and other work and social functions where employees, volunteers, sponsors, vendors, or guests are present.

Definitions

Discrimination is prejudicial treatment of individuals or groups of people based on their race, color, national origin, sex, age, religion, disability, veteran status, or any other characteristic protected by applicable laws.

Sexual harassment is unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature that creates an intimidating, hostile, or offensive environment.

Other types of harassment include any verbal or physical conduct directed at individuals or groups of people because of their race, ethnicity, color, national origin, sex, sexual orientation, gender identity, age, religion, disability, veteran status, or any other characteristic protected by applicable laws, that creates an intimidating, hostile, or offensive environment.

Bullying is unwelcome, aggressive behavior involving the use of influence, threat, intimidation, or coercion to dominate others in the professional environment.

Reporting and Resolution

Any violation of this policy should be reported. If you experience or witness discrimination, harassment, or bullying, you are encouraged to make your unease or disapproval known to the individual at the time the incident occurs, if you are comfortable doing so. You are also urged to report any incident by:

- Filing a complaint through the National Academies Complaint Intake Form (<https://nas.hracity.net/webform/index/a5ed0226-f5e5-4da4-be0d-1daf8976f594>), and/or
- Filing a complaint with the Office of Human Resources at 202-334-3400 or hrrservicecenter@nas.edu, or
- Reporting the incident to an employee involved in the activity in which the member or volunteer is participating, who will then file a complaint with the Office of Human Resources.

Complaints should be filed as soon as possible after an incident. To ensure prompt and thorough investigation of the complaint, the complainant should provide as much information as is possible, such as names, dates, locations, and steps taken. The Office of Human Resources will investigate the alleged violation in consultation with the Office of the General Counsel.

If an investigation results in a finding that an individual has committed a violation, the National Academies will take the actions necessary to protect those involved in its activities from any future discrimination, harassment, or bullying, including in appropriate circumstances **the removal of an individual from current National Academies activities and a ban on participation in future activities.**

Confidentiality

Information contained in a complaint is kept confidential, and information is revealed only on a need-to-know basis. The National Academies will not retaliate or tolerate retaliation against anyone who makes a good faith report of discrimination, harassment, or bullying.

Responsible Party

The NRC Executive Officer is responsible for oversight of and substantive changes to the policy.