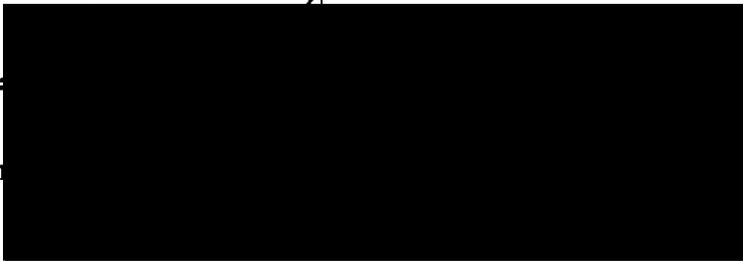


Committee on Energy and Commerce
U.S. House of Representatives
Witness Disclosure Requirement - "Truth in Testimony"
Required by House Rule XI, Clause 2(g)(5)

1. Your Name: Dr. Kate Goodrich, M.D.		
2. Your Title: Director Center for Clinical Standards and Quality and Chief Medical Officer		
3. The Entity(ies) You are Representing: Centers for Medicare & Medicaid Services (CMS)		
4. Are you testifying on behalf of the Federal, or a State or local government entity?	Yes X	No
5. Please list any Federal grants or contracts, or contracts or payments originating with a foreign government, that you or the entity(ies) you represent have received on or after January 1, 2015. Only grants, contracts, or payments related to the subject matter of the hearing must be listed. N/A		
6. Please attach your curriculum vitae to your completed disclosure form. N/A		

Signature



Date: 9/4/18

Kate Goodrich, MD MHS

Education

2008-2010	Robert Wood Johnson Clinical Scholars Program, Yale University MHS (Masters of Health Services Research)
1995-1998	Internal Medicine Residency, George Washington University Medical Center, Washington, D.C.
1991-1995	Louisiana State University Medical Center, Shreveport, LA, M.D.
1989-1991	Rhodes College, Memphis, TN B.S. Molecular Biology <i>cum laude</i>
1988	Louisiana State University, Baton Rouge, LA
1987-1988	Lake Forest College, Lake Forest, IL

Employment

November 2015 – present **Director, Center for Clinical Standards and Quality (CCSQ),
Centers for Medicare and Medicaid Services (CMS) and CMS
Chief Medical Officer**

- Set strategic direction on quality, value-based purchasing, health and safety standards, coverage decisions and quality improvement initiatives for CMS programs and providers
- Oversee the development and implementation of numerous quality, value-based purchasing and public reporting programs for all provider types
- Provide executive leadership for Patients over Paperwork, the administrative burden reduction initiative at CMS
- Provide executive leadership for promotion of Interoperability and Patient access to Data for CMS as part of the government-wide MyHealthEData initiative
- Serve as the Chief Executive Officer of the Quality Payment Program which includes leadership and oversight of program policy, operations, product development, service center, engagement and communications, contracting strategy and budget.
- Oversee quality improvement work for CMS, including the Quality Improvement Networks, ESRD Networks, Hospital Innovation and Improvement Networks, the Transforming Clinical Practice Initiative and the MACRA Small Rural and Underserved Support for clinicians
- Development of the health and safety standards for all healthcare facility types
- Oversee the quality assurance oversight of the health and safety standards for all facility types through enforcement and certification
- Development and implementation of quality measures for use in Medicare FFS programs and CMMI alternative payment models
- Oversee national coverage determinations for the Medicare program and direct Medicare Administrative Contractors on the Local Coverage Determination process
- Oversee the Office of Clinician Engagement which coordinates the agency's efforts to reduce regulatory and non-regulatory burden on clinicians
- Oversee the implementation of several complex IT systems and technologies for the Medicare quality programs; facilitate and support transition to agile development and user-centered design practices
- Provide clinical and policy expertise to the CMS Administrator and other senior leadership within the Department of Health and Human Services

- Provide clinical expertise and advice on numerous Medicare programs and policies, including payment policy, CMMI payment models and program integrity
- Provide leadership for CMS LEAN continuous improvement efforts and culture change
- Provide leadership to 529 staff who work in 8 groups within CCSQ with a budget of over \$2 Billion

August 2012 – Oct 2015

Director, Quality Measurement and Value-Based Incentives Group, Center for Clinical Standards and Quality (CCSQ), Centers for Medicare and Medicaid Services (CMS)

- Provide oversight and leadership for Medicare FFS quality reporting and value-based purchasing programs (physician, hospital, post-acute care, dialysis facilities, Marketplace, etc.)
- Provide oversight and leadership for policy and implementation of the Electronic Health Record Incentive Program
- Provide oversight and leadership for public reporting policies, programs and *Compare* websites
- Oversee development of quality measures for use in quality reporting, value-based purchasing and public reporting programs, development and testing of electronic quality measures
- Manage and provide leadership for 6 divisions and approximately 135 staff
- Leader of the CMS-wide Quality Measures Task Force to develop and guide measurement strategy and measure alignment across CMS and HHS
- Co-Leader of a CMS-wide workgroup to develop and implement the CMS quality strategy
- Co-leader of the HHS-wide Measurement Policy Council which works to develop department-wide policies on measurement and to align measures across HHS programs
- Collaborate with private payers to develop and align on core sets of measures across the public and private sectors through the Core Quality Measures Collaborative
- Provide leadership for CCSQ LEAN continuous improvement efforts and culture change
- Advisor to the Director of CCSQ and Chief Medical Officer on quality measurement, public reporting and payment policies

September 2011 – Aug 2012

Senior Technical Advisor, Center for Clinical Standards and Quality, Centers for Medicare and Medicaid Services

- Provide leadership for multiple groups and projects within CCSQ
- Leader of the CMS-wide Quality Measures Task Force to develop and guide measurement strategy and measure alignment across CMS and HHS
- Leader of the Quality Improvement Council, a CMS-wide workgroup to bring cross-cutting action to high priority quality issues
- Co-leader of the HHS-wide Measurement Policy Council which works to develop department-wide policies on measurement and to align measures across HHS programs

- Advisor to the Director of CCSQ and Chief Medical Officer on quality measurement policies
- Advisor to the Director of CCSQ and Chief Medical Officer on policies related to comparative effectiveness research and coverage
- CMS representative and advisor on HHS-wide initiatives related to quality measurement policies

March 2010 – September 2011 **Medical Officer, Office of the Assistant Secretary for Planning and Evaluation (ASPE), DHHS**

- Manager and coordinator of the ASPE Comparative Effectiveness Research (CER) portfolio of projects
- Project manager for 5 ASPE CER projects including
 - Multi-Payer Claims Database for CER
 - Leveraging Health Data for Rapid Comparative Effectiveness Analysis Test Pilot (2 projects)
 - CER Evaluation and Impact Assessment
 - Accelerating Adoption of CER by Patients and Providers
- Project manager for HHS contract with NQF to prioritize, maintain, and endorse performance measures and to promote alignment of quality measures with electronic health records
- Leader or participant in multiple quality-related initiatives across HHS
- Co-program manager (task lead) for Section 3014 of the Affordable Care Act
- Project manager for the update and maintenance of the HHS performance measures inventory

September 2010 – present **Professor of Medicine, Division of Hospital Medicine, George Washington University Medical Center, Medical Faculty Associates**

- Hospitalist clinical practice at GWU Hospital
- Lecturer on various health policy topics for students and residents

Summer 2009 **Staff for the Executive Director of the Federal Coordinating Council for Comparative Effectiveness Research (CER), ASPE/HHS**

- Assist the Director with preparation of the reports to Congress on CER and the operational spending plan for funds allocated to the Secretary of HHS
- Prepare Secretarial briefings on CER for the Director
- Assist Operational Divisions within HHS with preparation of proposals for CER funds

2009-2010 **Staff Hospitalist Physician, Gaylord Hospital, Wallingford, CT**

2005-2008 **Director, Division of Hospital Medicine, George Washington University Medical Center (GWUMC), Medical Faculty Associates**

- Led division of 9 Hospitalists and 5 Physician Assistants. Responsibilities included recruitment and hiring of staff, budget of over \$2 million, scheduling for physicians and PAs, multiple committee assignments, developing curriculae for Resident and Student inpatient ward rotations, coordination of the Hospitalist Grand Rounds

series and Hospitalist GME lecture series, career mentoring of junior faculty, residents, and students

2005-2008 Clinical Director of Inpatient Medicine, George Washington University Hospital (GWUH)

- Multiple committee responsibilities
- Physician leader for multiple hospital-based quality improvement and patient safety initiatives
- Physician leader for Physician Assistant Hospitalist Program
- Physician leader for the development and continuous improvement of patient-centered discharge processes
- Member of the Board of Directors

2003-2008 Chair, Institutional Review Board, GWUMC

- Led monthly IRB meetings
- Independently reviewed expedited and exempt research protocols
- Worked with individual researchers or research divisions on ethical and operational issues
- Participated in biweekly IRB Executive Committee meetings to review local ethical or programmatic issues

1999-2008 Assistant Professor of Medicine, GWUMC

- Developed and implemented educational curriculae for inpatient Medicine wards, medical consults, and procedures for residents and students
- Lecturer on various inpatient topics for students and residents
- Developed and taught Evidence Based Medicine curriculum for Internal Medicine Residents
- Developed and implemented Hospitalist Medical Grand Rounds series
- Core Faculty for Internal Medicine residency
- Core Faculty for the Practice of Medicine (Doctor-Patient relationship and Physical Diagnosis sections) 4 year class for Medical Students
- Lecturer for Physician Assistant program on various inpatient topics
- Principal or sub-investigator on hospitalist research projects. Topics included access to care, health literacy, and discharge processes.
- Research and career mentor to numerous residents, students, and junior faculty

1998-1999 Chief Medical Resident, GWUMC

- Led daily Morning Report for Internal Medicine residents
- Inpatient ward attending for 6 months of the year
- Numerous educational and administrative responsibilities

Publications

Goodrich KH, Alvarez X, Holcombe RF. Effect of Levamisole on Major Histocompatibility Complex (MHC) Class I Expression in Colorectal and Breast Carcinoma Cell Lines. *Cancer* 71:225-230, 1993.

Goodrich KH, Conway PH. Comparative Effectiveness Research: Implications for Hospitalists. *Journal of Hospital Medicine.* 5(5): 257-260, 2010.

Peter K. Lindenauer MD, MSc, Sharon-Lise T. Normand PhD, Elizabeth E. Drye MD, SM, Zhenqiu Lin PhD, **Katherine Goodrich MD**, Mayur M. Desai PhD, MPH, Dale W. Bratzler DO, MPH, Walter J. O'Donnell MD, Mark L. Metersky MD, Harlan M. Krumholz MD, MSc. Development, validation, and results of a measure of 30-day readmission following hospitalization for pneumonia. *Journal of Hospital Medicine* Mar;6(3): 142-50 2011.

Patrick H. Conway, **Kate Goodrich**, Benjamin Sasse, Steven Machlin, and Joel Cohen. Patient-Centered Care Categorization of U.S. Health Care Expenditures. *Health Services Research* 46(2):479-90, 2011.

Kate Goodrich, MD MHS, Ione Austen, MLS, Kathel Dunn, Ph.D, Virginia Van Horne, MA, Lisa Lang, MPP. Understanding Comparative Effectiveness Research: the Controversies, the Challenges, the Opportunities for Health Science Librarians. *Medical Librarians Association News*, 52(1):1,8; January 2011.

Goodrich KH, Krumholz HM, Conway PH, Lindenauer PK, Auerbach AD. Hospitalist Utilization and Hospital Performance on Six Publicly Reported Outcomes. *Journal of Hospital Medicine* Aug; 7(6): 482-488, 2012.

Kate Goodrich, MD MHS, Edward Garcia, MHS, and Patrick Conway, MD MSc. A History of and Vision for CMS Quality Measurement Programs. *The Joint Commission Journal on Quality and Patient Safety*, 38 (10): 465-470, 2012.

Kate Goodrich, MD MHS and Patrick H. Conway, MD MSc. Affordable Care Act Implementation: Implications for Hospitalists. *Journal of Hospital Medicine* 2013 Mar; 8(3): 159-161.

Robert H. Dolin MD, **Kate Goodrich MD MHS**, Crystal Kallem RHIA CPHQ, Lori Alschuler, and Patrice Holtz RN MBA. Setting the Standard: EHR Quality Reporting Rises in Prominence Due to Meaningful Use. *Journal of AHIMA*, 88(1): 42-48.

Arjun Venkatesh MD, Patrick H Conway MD MSc, and **Kate Goodrich MD MHS.** A Quality Measurement Strategy to Improve the Value of Care for Patients with Multiple Chronic Conditions. *Annals of Internal Medicine*, 161(10S): S76-80.

Arjun K. Venkatesh MD MBA and **Kate Goodrich MD MHS.** Emergency Care and the National Quality Strategy: Highlights from the Centers for Medicare and Medicaid Services. *Annals of Emergency Medicine*, 65(4): 396-399.

Honors and Awards

2018	CMS Administrators Exceptional Service Award
2018	Federal Health IT Innovation Award for Quality Payment Program Submission API (Accepted on behalf of QPP team)
2015	CMS Administrators Achievement Award
2013	CMS Administrators Achievement Award

2008	GWU Department of Medicine Faculty Member of the Year Award
2006	GWU Department of Medicine Faculty Member of the Year Award
2004	GWU Department of Medicine Faculty Member of the Year Award
1998	Jorge Rios Resident Award for Excellence in Internal Medicine
1993	American Society of Hematology Summer Student Scholarship
1993	American Federation for Clinical Research Medical Student Award for Excellence in Research
1987	Richter Scholarship for Independent Research, Lake Forest College, Lake Forest, IL

Certification

American Board of Internal Medicine
 Certified 1998, Re-Certified 2008
 United States Medical Licensing Examination
 Step III – December, 1997 – Passed
 United States Medical Licensing Examination
 Step II – September, 1994 – Passed
 United States Medical Licensing Examination
 Step I – June, 1993 – Passed
 Medical License – District of Columbia, active

Professional Societies

2002 – present Society of Hospital Medicine
 2003 – 2008 District of Columbia area Chapter of the Society of Hospital Medicine
 Founder and President, 2004-2006; past-President, 2006 -- 2008
 2003 – 2008 Attending Physicians Association, George Washington University Hospital
 Vice-President, May 2004 – 2008
 2006 – 2010 Associate, American College of Physicians
 2007 – 2011 Society of General Internal Medicine

Personal

Semi-professional vocalist and pianist, reading, sports, theatre, cooking. Married, no children.

Kate Goodrich, MD, MHS, director of the Center for Clinical Standards and Quality (CCSQ) and CMS Chief Medical Officer (CMO), joined the Centers for Medicare and Medicaid Services (CMS) in September 2011. This Center is responsible for over 20 quality measurement and value-based purchasing programs, implementation of the new Quality Payment Program and the Improving Medicare Post-Acute Care Transformation Act, quality improvement programs in all 50 states, clinical standards and survey and certification of all providers across the nation, and all coverage decisions for treatments and services for CMS. The Center budget exceeds \$1.5 billion annually. Prior to being CCSQ director and CMO, Dr. Goodrich served as the director of the Quality Measurement and Value-based Incentives Group in CCSQ from 2012 through 2015. Dr. Goodrich served as a senior advisor to the director of CCSQ and the CMS chief medical officer from 2011 to 2012 and from 2010 to 2011 she served as a medical officer in the Office of the Assistant Secretary for Planning and Evaluation (ASPE) in HHS. Dr. Goodrich is a graduate of the Robert Wood Johnson Clinical Scholars Program at Yale University. From 1998 to 2008, Dr. Goodrich was on the faculty at the George Washington University Medical Center (GWUMC) and served as division director for Hospital Medicine from 2005 to 2008 and chair of the Institutional Review Board from 2004 to 2008. She went to medical school at Louisiana State University in Shreveport, Louisiana, and completed her internal medicine residency and chief medical resident year at GWUMC. She continues to practice clinical medicine as a hospitalist and professor of medicine at GWUMC.