## The CMS GUIDE Model: Choices for Implementing Evidence-Based Dementia Care

## Presenters

**Halima Amjad**, MD, PhD, MPH, is an Assistant Professor of Medicine in the Division of Geriatric Medicine and Gerontology at the Johns Hopkins University School of Medicine. Her career as a geriatrician and health services researcher centers around the care of people living with dementia. Her research focuses on medical care challenges in dementia, including underdiagnosis of dementia, hospitalization, and improving primary care support for individuals and families. She serves as a dementia specialist at the Johns Hopkins Memory and Alzheimer's Treatment Center and as clinical director of the MIND at Home Dementia Care Coordination program. She also serves in leadership and advocacy roles as Chair of the Maryland Virginia I. Jones Alzheimer's Disease and Related Dementias Council and Board member for the Association of Frontotemporal Degeneration.

**David Bass**, PhD, is Senior Vice President, Senior Research Scientist, and Director of the Center for Research and Education at Benjamin Rose Institute on Aging. He has led over 80 funded research projects on topics such as: coping with chronic illness; family caregiving; quality of care and services; dementia and dementia care; and use and impact of formal services and informal support. Results of these investigations have been widely published and been used to develop innovative programs for older adults and their family members, such as BRI Care Consultation™. His current research focuses on the development, testing and implementation of evidence-based programs, with a special emphasis on care for persons with Alzheimer's disease or other dementias and their family caregivers, and caregiving among diverse populations.

**Kristen Clifford**, MBA, is Chief Program Officer at the Alzheimer's Association, overseeing the organization's efforts to ensure access to quality care and support at the national, state and local levels for the millions affected by Alzheimer's and other dementia.  Clifford leads Association care and support services provided to those affected by the disease, including the 24/7 Helpline; long-term care initiatives focused on person-centered care delivery models; and growth strategies for reaching more individuals through quality improvement, education, and supportive programs and services. This includes intentional community outreach to those who are underserved but disproportionately impacted.  In addition, Clifford oversees the Association's strategies to increase equitable access to early and accurate diagnosis, treatment, risk reduction, and quality care through health systems and health care payers nationwide.

**Carolyn Clevenger**, DNP, is a gerontological nurse practitioner and Professor at the Nell Hodgson Woodruff School of Nursing at Emory University.  She is a Fellow of the American Association of Nurse Practitioners, the Gerontological Society of America, and the American Academy of Nursing. Her research focuses on the geriatric nurse practitioner workforce, psychoeducation programs for dementia family caregivers, and new models of care.  Clevenger is the founder and director of Emory Nursing's Integrated Memory Care practice. The IMC is a nurse-led primary care practice for people living with dementia with a clinic location as well as senior living community programs across metro Atlanta.

**Jolie Crowder**, PhD, RN, MSN, CCM, is a national elder care consultant for the Indian Health Service (IHS). Dr. Crowder has responsibility for planning, formulating, and implementing national elder care policies and programming, including a focus on dementia and Alzheimer's. Dr. Crowder brings nearly 27 years of experience to her role at IHS from nursing, health care, public health, and aging services primarily in the non-profit sector. She has worked for more than a decade on tribal elder health issues.

**Morgan Daven,** MA, is Vice President, Health Systems, for the Alzheimer's Association.
Mr. Daven leads the Association's Health Systems engagement, which is increasing access to timely diagnosis and quality care for millions of older Americans through partnerships with more than 350 health systems in the United States. In 2018 he established the Alzheimer's and Dementia Care ECHO® Program, which uses interactive, case-based learning to help care teams improve person-centered care in primary care and long-term care settings. Morgan has more than 25 years of experience in public health, previously leading primary care quality improvement for the American Cancer Society and helping to develop Project Access, a physician-led program for access to care replicated in over 50 communities in the United States.

**Gary Epstein-Lubow**, MD, is a Distinguished Medical Scholar at the Education Development Center (EDC), a geriatric psychiatrist, and a national leader in dementia-related research and policy. Dr. Epstein-Lubow's work focuses on enriching the lives of people living with dementia and their family members by improving the quality of dementia care and expanding access to care through workforce development and health care system transformation. His work promotes the voices of people living with dementia and caregivers, to advance health equity for groups disproportionately negatively affected by dementia.

**Bruce Finke**, MD, is a family physician and geriatrician. He has led Indian Health Service (IHS) policy and program development in elder care for over 25 years and has worked with Tribal, Urban and Indian Health programs in the development of programs and services for the elderly.  Dr. Finke represents the IHS on the HHS Advisory Council for Alzheimer's Research, Care, and Services.

**Nicole Fowler**, PhD, MHSA, is an Associate Professor of Medicine at Indiana University (IU) School of Medicine, Director of Research for the Division of General Internal Medicine and Geriatrics at IU, and the Associate Director of the Indiana University Center for Aging Research at the Regenstrief Institute. She is also a scientist in the Indiana Alzheimer Disease Research Center and the Center for Health Innovation and Implementation

Science at IU. Dr. Fowler is an applied health services researcher in the areas of nonpharmacologic approaches in dementia care, family caregiving, and medical decision making for older adults with cognitive impairment. The focus of her research is the development, testing, and comparison of evidence-based and patient-centered interventions that improve the quality of care for older adults and their family caregivers, in particular medical decision-making interventions to support family caregivers and early detection of Alzheimer's disease and related dementias.

**Elizabeth Gould**, MSW, is a senior researcher at RTI International and co-directs the National Alzheimer's and Dementia Resource Center (NADRC) funded by the Administration for Community Living/Administration on Aging (ACL/AoA). Ms. Gould has 27 years of experience in dementia care and has been both lead author and co-author of several topic papers on providing services to individuals who live alone with dementia, models of dementia care, translation of evidence-based dementia interventions to the community, and social isolation and loneliness. Prior to coming to RTI International, Ms. Gould managed the quality care initiatives of the national Alzheimer's Association and the California Guideline for Alzheimer's Disease Management.

**Sarena Ho**, MSPH, is a Health Insurance Specialist at CMMI and a member of the GUIDE model team leading the quality, health equity, and stakeholder engagement workstreams. With a background in public health and health policy, she brings strong research, policy development, and policy analysis skills to the GUIDE team. Prior to joining CMMI, Sarena worked for Discern Health, where she managed projects in a variety of therapeutic areas and developed a particular expertise in quality landscape analyses, quality measurement, and health equity. Sarena received her MSPH degree in Health Policy from Johns Hopkins Bloomberg School of Public Health. While at Hopkins, Sarena worked on issues related to violence prevention, disability, and rehabilitation. She also completed an internship at CDC supporting the agency's global response to the COVID-19 pandemic.

**Peter Hollmann**, MD, is Chief Medical Officer for Brown Medicine, the practice group of the Brown University, Warren Alpert School of Medicine Department of Medicine, where he is an Associate Clinical Professor. Until 2015, he was Associate Chief Medical Officer for Blue Cross & Blue Shield of Rhode Island. Dr. Hollman has a part time geriatric primary care practice and has been active in creating geriatric measures for Medicare and NCQA. He has over 30 years of experience in medical management, including as a medical director of an HMO with a Medicare product, a Medicaid plan, a commercial PPO and a Medicare ACO. His major duties presently involve practice transformation, development of systems of care and population management. Much of his career has been devoted to quality improvement at the local and national level.

**Stephanie Hughes**, MPP, is a research public health analyst at RTI. In her current role, she provides technical assistance to ACL dementia grantees, consulting on project planning, participant recruitment, community partnerships, evaluation, professional training, and implementation of evidence-based interventions. She manages data collection and reporting for 80 active grantees and has led the development of many dementia-related resource materials for professionals. Ms. Hughes has also provided consultation and developed data

collection tools and reports for respite and disability programs and has supported several other aging and dementia-related projects and initiatives.

**Ian N. Kremer**, JD, has worked on federal, state and local dementia policy since 1996. Since 2012, Kremer has served as Executive Director of the [LEAD Coalition](#) (Leaders Engaged on Alzheimer's Disease), the uniting voice of over 260 member and allied organizations, along with over 200 university-based researchers. Currently, Kremer serves on the CMS Medicare Evidence Development & Coverage Advisory Committee (MEDCAC), the Public Policy & Aging Report editorial board, steering and advisory committees for the NIA IMPACT Collaboratory, the CDC-funded BOLD Public Health Center of Excellence on Early Detection of Dementia and Public Health Center of Excellence on Dementia Caregiving, the CDC National Healthy Brain Initiative Tribal Project, the NIA-funded Hopkins' Economics of Alzheimer's Disease and Services (HEADS) Center and the WeCareAdvisor Study, the UCLA Dementia Care Study, the Alzheimer's Disease Patient and Caregiver Engagement (AD PACE) initiative, the Dementia Friendly America initiative, and the Davos Alzheimer's Collaborative Champions Cabinet.

**David Richard Lee**, MD, MBA, is a fellow in the National Research Service Award (NRSA) Institutional Research Training Grant Primary Care Research Fellowship and the Specialty Training and Advanced Research (STAR) program in the UCLA Department of Medicine. He is also a practicing geriatrician in the Division of Geriatrics at UCLA. He received his MD and MBA from the University of California, Irvine, completed internal medicine residency at Kaiser Permanente Oakland medical center, and completed geriatrics fellowship at UCLA. His work focuses on the role of health systems in providing the environment to improve care for older adults, particularly for persons living with dementia and their caregivers.

**Kristin Lees Haggerty,** PhD is a public health researcher focusing on the design, testing, and dissemination of innovations to improve health care for older adults. Dr. Lees Haggerty's work focuses on prevention and remediation of elder mistreatment and improving access to comprehensive dementia care. Dr. Lees Haggerty is Project Director for the National Collaboratory to Address Elder Mistreatment and Associate Director of the National Dementia Care Collaborative. Dr. Lees Haggerty was recently awarded an NIH K-01 Career Development grant to investigate elder mistreatment among older adults with cognitive symptoms with mentorship from leading experts in elder abuse and dementia research.

**Lynn Miescier**, PhD, MHA, is a social scientist with the Center for Medicare and Medicaid Innovation (CMMI) evaluating new payment and care delivery models for people with serious illness. She started her career as a program analyst with the National Cancer Institute. Lynn holds a PhD in gerontology/MS in epidemiology from the University of Maryland, Baltimore; an MHA from Cornell; and a BA in English from William & Mary. Research interests include hospice and palliative care, and dementia care.

**Monica Moreno** is Senior Director of Care and Support at the Alzheimer's Association®, where she manages and administers nationwide programs and strategies serving individuals living with Alzheimer's and all

dementia and their families. She has over 20 years of experience working with people with dementia and their families, including more than 10 years in the long-term care setting.

**Katherine Possin**, PhD, is a Professor at the UCSF Memory and Aging Center in the Department of Neurology and at the Global Brain Health Institute, where she holds the John Douglas French Foundation Endowed Professorship. Dr. Possin's research program is focused on improving the detection, diagnosis, and care for people with neurodegenerative disease. She directs the Care Ecosystem, a telephone-based collaborative care model for people with dementia and their caregivers that improves patient quality of life and caregiver well-being, while reducing emergency-related health care costs. She has designed and developed cognitive measures for early diagnosis and disease monitoring, including tablet-based measures ("TabCAT") that are easy to use in everyday clinical and research settings.

**David B. Reuben**, MD, is Director of the Multicampus Program in Geriatrics Medicine and Gerontology and Chief, Division of Geriatrics at the UCLA Center for Health Science. He is the Archstone Foundation Chair and Professor at the David Geffen School of Medicine at UCLA and Director of the UCLA Alzheimer's and Dementia Care Program. Dr. Reuben is a past President of the American Geriatrics Society and the Association of Directors of Geriatric Academic Programs. He served for 8 years on the American Board of Internal Medicine's Board of Directors, including as Chair from 2010-2011. From 2016-2022, Dr. Reuben served as a trustee of the American Board of Internal Medicine Foundation. Dr. Reuben continues to provide primary care for frail older persons, including attending on the inpatient geriatrics unit, and making house calls.

**Sari B. Shuman**, MPH, MSW is a senior research public health analyst in the Aging, Disability, and Long-Term Care Program at RTI International and co-director of the National Alzheimer's and Dementia Resource Center funded by the Administration for Community Living (ACL). She has 21 years of experience related to health and health care issues in several areas, including Alzheimer's disease and dementia, older adults, Medicaid, and Medicare. Ms. Shuman has co-authored numerous reports on dementia-related topics, including caregiving for people with non-Alzheimer's dementia, care needs and supportive approaches for people with dementia, translation and implementation of care and services for people with dementia and their caregivers, and dementia care models. Before joining RTI, she worked at the Alzheimer's Association National Office through the Alzheimer's Disease Supportive Services Program National Resource Center for 4 years and at the United States Government Accountability Office for 9 years.

**Rani E. Snyder**, MPA, is Vice President, Program at The John A. Hartford Foundation. Ms. Snyder has over 25 years of experience working with preeminent health care institutions across the nation improving the care of older adults, identifying and guiding health care programs that have set the standard for medical best practices, increasing medical education opportunities, and maximizing resources to improve health care broadly. She brings that experience to The John A. Hartford Foundation where she coordinates initiatives that foster collaboration among academic institutions, hospitals and health care providers to build Age-Friendly Health Systems, support family caregivers, and improve serious illness and end-of-life care. She is a board

member and past board chair for Grantmakers in Aging, a membership organization comprised of philanthropies with a common dedication to improving the experience of aging, a board member for the American Society on Aging.

**Rebecca Jackson Stoeckle** is EDC's Senior Vice President and director of Private Sector Partnerships, leading a body of work at the intersection of intervention design and scalable systems change. Balancing innovation and pragmatism, this globally focused work ranges from addressing elder abuse in rural and urban settings to redressing the COVID-19 disruption of education systems through virtual first job opportunities for at-risk youth to expanding access to evidence-based psychotherapies through direct-to-consumer digital applications. Rebecca's projects have received national recognition and awards for excellence in innovation and sustainable systems change.

**Melissa Trible**, MSc, is the Co-Model Lead of Center for Medicare and Medicaid Innovation's new dementia care model, Guiding an Improved Dementia Experience (GUIDE) within the Division of Healthcare Payment Models. Previously, she worked in the Division for Advanced Primary Care on the Primary Care First and Making Care Primary models. Melissa holds a MSc from the London School of Economics and a BA from Stetson University.