



Zinnia Ng Harrison has 15 years of health program and policy experience. Mrs. Harrison began her federal career in 2002 at the Health Resource and Service Administration's (HRSA) Bureau of Primary Health Care overseeing approximately 25 federally qualified health centers (FQHC), Rural Health Clinics, and supported the Radiation Exposure Screening and Education Program (RESEP). From 2005 - 2015, she served in the Centers for Medicare & Medicaid Services (CMS), Center for Medicare (CM), Chronic Care Policy Group (CCPG) and contributed to a diverse portfolio of payment policy issues related to institutional post-acute care settings, home health, and hospice. Mrs. Harrison also served as a Special Assistant for the Chronic Care Policy Group to support implementation of legislation and regulatory development activities as well as cross-agency issues related to post-acute care. Mrs. Harrison was instrumental in leading and implementing Hospice Payment Reform policy and analysis. In late 2015, Mrs. Harrison joined the Center for Medicare and Medicaid Innovation (Innovation Center) as the Director of Division of Health Care Payment Models, formerly known as the Division of Health Promotion and Disease Prevention, in the Patient Care Models Group. Her division was responsible for the Medicare Care Choices Model, Home Health Value Based Purchasing Model, Independence at Home Demonstration, Graduate Nursing Education Demonstration, Strong Start for Mothers and Newborns, Medicaid Emergency Psychiatric Demonstration, Federal Qualified Health Center Demonstration, and Round 2 Health Care Innovation Awards. She joined the National Hospice and Palliative Care Organization in September 2017 as Vice President of Innovation and Inclusion where she works to design and develop sustainable innovations to modernize end-of-life care.

Joan M. Teno is a physician health services researcher with over 25 years of experience conducting research that has impacted and transformed end of life care in the US. She is a board certified internist with added qualifications in geriatrics, hospice, and palliative medicine. Dr. Teno was a hospice medical director for 18 years. She is currently the project leader of a program project grant studying attending physician staff for persons with multimorbidity, past recipient of a Robert Wood Johnson Foundation (RWJF) Health Policy Investigator Award, and investigator on the Centers for Medicare and Medicaid Services (CMS) contract on creating the Consumer Assessment of Healthcare Providers and Systems (CAHPS) Hospice Survey and updating the hospice payment model. Over the past decade, she has been the PI of two National Institute on Aging (NIA) grants working with Drs. Mor, Mitchell, and Gozalo that provided the authoritative evidence base of the effectiveness of percutaneous endoscopic gastrostomy (PEG) feeding tube in persons with advance dementia. In recognition of this body of work, Dr. Teno was part of the study panel of the 2014 Institute of Medicine (IOM) report on reforming how we care for seriously ill and dying persons in America. In 2018, Dr. Teno was named one of the visionaries in hospice and palliative care. Throughout Dr. Teno's career, she has been one of the leaders in defining and operationalizing how we measure the quality of care for those who are dying through bereaved family member surveys and use of administrative data.

