

CMS-CMMI-CCSQ-CM Panel Discussion Biographies

❖ CMS Discussion Panelists –

- [Dora Hughes, MD, MPH](#), Acting Chief Medical Officer and Acting Director of the Center for Clinical Standards and Quality (CCSQ), Centers for Medicare & Medicaid Services (CMS)
- [Michelle Schreiber, MD](#), Deputy Director, CCSQ, and Director of the Quality Measurement and Value-based Incentives Group (QMVIG), CMS
- [Doug Jacobs, MD, MPH](#), Chief Transformation Officer, Center for Medicare (CM), CMS
- [Susannah Bernheim, MD, MHS](#), Chief Quality Officer and Acting Chief Medical Officer, CMS Innovation Center (CMMI)

Dora Hughes, MD, MPH, CMS/CCSQ



Dr. Dora Hughes was named the Acting Chief Medical Officer and Acting Director of the Center for Clinical Standards and Quality (CCSQ) for the Centers for Medicare & Medicaid Services (CMS) in July 2023. CCSQ is primarily responsible for executing all national clinical, quality, and safety standards for healthcare facilities and providers, as well as establishing coverage determinations for items and services that improve health outcomes for Medicare beneficiaries.

Previously, Dr. Hughes served as Chief Medical Officer at the CMS Innovation Center. She led the Center’s work on health equity, advised on care delivery, payment and data collection strategies for the Center’s models and initiatives, and represented CMS on clinical and cross-agency working groups within HHS.

Earlier in her career, Dr. Hughes served as the Counselor for Science & Public Health to Secretary Kathleen Sebelius at the U.S. Department of Health & Human Services. In this role, she helped with passage and early implementation of the Affordable Care Act and provided oversight and guidance on priority issues regarding public health and prevention; workforce and the safety net; food, drug and device regulatory matters; and biomedical research innovation.

In addition to federal service, Dr. Hughes was an Associate Research Professor at the Milken Institute School of Public Health at George Washington University (GWU), where her work focused on the intersection of clinical and community health, health equity, healthcare delivery and teaching. She remains on faculty at GWU’s School of Medicine and Health Sciences. Dr. Hughes also has served as Senior Policy Advisor at Sidley Austin, where she advised on regulatory and legislative matters in the life science industry. Dr. Hughes began her career in health policy as Senior Program Officer at the Commonwealth Fund, and subsequently as Deputy Director for the Health, Education, Labor, and Pensions (HELP) Committee under Senator Edward M. Kennedy. She then served as the Health Policy Advisor to former Senator Barack Obama. Dr. Hughes received a B.S. from Washington University, M.D. from Vanderbilt and M.P.H. from Harvard. She completed internal medicine residency at Brigham & Women’s Hospital.

Michelle Schreiber, MD, CMS/CCSQ & QMVG



Dr. Michelle Schreiber is the Deputy Director of the Center for Clinical Standards and Quality (CCSQ) for the Centers for Medicare and Medicaid Services (CMS). In addition, she serves as the Group Director for the Quality Measurement and Value-Based Incentives Group (QMVG). In this capacity, she is responsible for executing the quality strategies of CMS including quality measurement, and value-based incentive programs to encourage the transition to value-based care. Dr. Schreiber is a general internal medicine physician with over 25 years of health care experience. Prior to her work with CMS/CCSQ, she was the Senior Vice President and Chief Quality Officer of Henry Ford Health System (HFHS) in Detroit, Michigan.

Prior roles at HFHS included the Division Head of General Internal Medicine, and the SVP of Clinical Transformation and IT Integration, where she was the clinical lead of the system-wide Epic implementation. The Epic implementation and use earned HFHS a Davies Award in 2018. She has also held senior leadership roles at the Detroit Medical Center, where she was the Chief Quality Officer, and with Trinity Health System where

she was the national system Chief Medical Officer, and acting interim Chief Medical Information Officer.

In addition to her health system roles, Dr. Schreiber has served on numerous quality committees including Michigan Hospital Association statewide quality committee, and Board of Directors for the MHA Keystone Center and the Patient Safety Organization, the Board of Directors of MPRO (Michigan Peer Review Organization – the Michigan QIO), the Board of Directors of Health Alliance Plan insurance company, the National Quality Forum Patient Safety Metrics Committee, and the National Quality Partners. She has worked with the Institute for Healthcare Improvement (IHI) including as part of its Leadership Alliance, the Pursuing Equity initiative, and an initiative to enhance Board of Trustees engagement in quality through a partnership with IHI and National Patient Safety Foundation. Dr. Schreiber has also served as a member of the Epic Safety Forum, and the Cerner Academic Advisory Group.

Dr. Schreiber's interests are quality improvement, quality measures, and the intersection with electronic medical records to advance quality and quality measures. Dr. Schreiber graduated from Case Western Reserve University in Cleveland, Ohio with degrees in humanities/comparative literature and biology, and also attended medical school at CWRU. She completed her internal medicine training at New York Hospital/Weill Cornell University Medical Center in New York City. She is married, with two children; one a physician at Johns Hopkins and one a committed non-physician.

Doug Jacobs, MD, MPH, CMS/CM



Dr. Doug Jacobs is the Chief Transformation Officer in the Center for Medicare (CM) at the Centers for Medicare and Medicaid Services (CMS). At CMS he is helping to lead Medicare's efforts to promote value-based care, advance health equity, and encourage delivery system transformation.

He most recently served as the Chief Medical Officer and Chief Innovation Officer for the Pennsylvania Department of Human Services, helping to oversee the state Medicaid and human services programs amidst the pandemic for the 16,000 person state agency.

Dr. Jacobs is a practicing board-certified internal medicine physician and is an Assistant Professor of Clinical Medicine at the Penn State Hershey Medical Center. He is also an avid writer, having published pieces in the New England Journal of Medicine, Journal of the American Medical Association, New York Times, and Washington Post.

Dr. Jacobs trained in Internal Medicine Primary Care at the Brigham and Women's Hospital and served as Chief Resident at the West Roxbury VA hospital, received his MD at the University of California San Francisco School of Medicine, his MPH at the Harvard T.H. Chan School of Public Health, and his Bachelor's in Sciences from Brown University.

Susannah Bernheim, MD, MHS, Chief Quality Officer and Acting Chief Medical Officer, CMS/CMMI

Dr. Susannah Bernheim is Chief Quality Officer and Acting Chief Medical Officer for the CMS Center for Medicare & Medicaid Innovation. She was previously an Associate Professor at Yale University School of Medicine and Senior Director of Quality Measurement at the Yale-New Haven Hospital Centers for Outcomes Research and Evaluation (CORE).

She completed her undergraduate degrees at Yale University and her medical degree at the University of California, San Francisco (UCSF). Dr. Bernheim was a fellow in the Robert Wood Johnson Clinical Scholars program at Yale University, earning a Master's degree in Health Sciences Research.

