

Purva Rawal, Ph.D.

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Internationally recognized health care policymaker, expert, author and public speaker on building systems of care that are person-centered and value-based

Education

PhD Clinical Psychology, Northwestern University	2005
BA Psychology, Northwestern University	1999

Professional Experience

Chief Strategy Officer, Center for Medicare and Medicaid Innovation 2021-2025

- Led the implementation of CMMI's strategy and shaping of the portfolio of models and initiatives to drive health system transformation to advance accountable, whole person centered care
- Led CMMI's health equity and disparities initiative to improve access and quality for underserved populations and supports for safety net providers
- Advanced strategy by cross-fertilizing learnings, supporting matrixed design of models and initiatives through accountable care organizations, advanced primary care, specialty care, state and population health, quality improvement, implementation science, and data sharing efforts across 7 functional groups and staff of 350
- Worked with CMS leadership to advance value-based care and principles in the Medicare and Medicaid programs
- Extensive external engagement on CMMI priorities and value-based care through over 150 speaking engagements across the country and 20 articles and blogs in internationally recognized publications including *Health Affairs*, *the New England Journal of Medicine*, and *JAMA* and leading publication of CMMI's strategy-related white papers and reports

Principal, CapView Strategies 2014 – 2021

- Founding member of a boutique health policy firm to develop evidence-based policy and business strategy that advance value in the health system with management, business development, and supervisory responsibilities
- Conducted original analysis and research, crafted novel policies, and delivered presentations and facilitated expert panels and boards with senior executives, boards, and a broad range of stakeholders to drive value in the health system
- Designed alternative payment models in primary care, specialty care, and with community-based providers to improve quality and reduce federal health costs
- Published policy reports and blogs on emerging health policy issues, such as behavioral health, primary care transformation, immunizations, and digital health to advance research, new policies, and thought leadership on solutions

Adjunct Assistant Professor, Georgetown University **2008 - 2021**

- Taught “Politics of Health Care” with a focus on analyzing the interaction between policy problems, proposals, and politics in affecting health system change
- Adapted and taught “Politics of Health Care” course for online Executive Masters in Health Systems Administration (MHSA) and full-time MHSA programs
- Served as advisor to HCMP Senior Honors Students on relevant policy issues and mentored students interested in health care policy through senior internships

Director, Avalere Health **2010 – 2014**

- Provided advisory services on ACA implementation, payment and delivery reform, Federal budget and deficit issues to stakeholders across the health care spectrum
- Conducted analysis on health reform impacts on organizations, crafted advocacy and business strategy to respond to rapidly changing legislative and regulatory landscapes
- Firm-wide expert on payment and delivery reform, insurance exchanges, state ACA implementation activities, and Federal budget
- Regularly presented at conferences, on webinars, and communicated with trade press on ACA implementation and Federal budget issues

Health Care Advisor, United States Senate Budget Committee **2008 – 2010**

- Drafted and supported passage of the Affordable Care Act (ACA) and reconciliation bill, with expertise in insurance market reforms, public and private coverage expansions, and Medicare quality, delivery and payment system reforms
- Analyzed and briefed Senator Conrad and other Senators on key health reform issues and negotiations and worked with relevant Senate and House committees, White House staff, and stakeholders on key ACA provisions and proposals
- Expert on Congressional Budget Office (CBO) and Senate procedures

Health & Social Policy Advisor and AAAS Fellow, Office of Sen. Lieberman **2005 – 2008**

- Advised Senator on Federal health and private insurance programs, health disparities, military and veterans mental health and biomedical research issues, and represented the Senator in public meetings
- Drafted legislation on health disparities, translational research, and military mental health, as well as speeches, memos, and op-eds on policy priorities
- Staffed hearings for major Senate committees, including Senate Homeland Security and Government Affairs and Senate Armed Services Committee
- Incorporated legislation to improve access to and research on military behavioral health issues into multiple Defense Reauthorization bills
- Assisted the Senate Homeland Security Committee in investigation into federal medical response during Hurricane Katrina

Science & Technology Policy Fellow, National Academy of Sciences **2004**

- Drafted policy and research briefs on emerging issues in child, adolescent and family health for the Board on Children Youth and Families
- Conducted research to develop projects for the consideration of the Board and potential funders, including federal agencies and foundations

Clinical and Research Training

Clinical Psychology Pre-doctoral Intern, Johns Hopkins University, Bloomberg School of Public Health & Kennedy Krieger Institute 2004-2006

- Part of research team funded by National Institute of Mental Health to develop and test a family support intervention to improve communication, parenting skills, child resiliency and coping for families of parents with depression
- Provided evidence-based parent training to families in underserved areas with children with behavior disorders

Predoctoral Fellow, Northwestern University, Institute for Health Services Research and Policy Studies 2000-2004

- Awarded an AHRQ Fellowship in health services research
 - Worked with child welfare and juvenile justice systems in several states to improve the quality of child and adolescent behavioral health services
 - Published over 10 book chapters and peer-reviewed journal articles and conducted presentations at national conferences on racial disparities in mental health services, child welfare, juvenile justice, and sectors to improve care and outcomes
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Publications

Books and Book Chapters

Rawal, P. (2016). [*The Affordable Care Act: Examining the Facts*](#). ABC-CLIO:Santa Monica,CA.

Rawal, P. (2021). The Center for Medicare and Medicaid Innovation – A Decade of Experimentation and Continued Evolution. In Selker, H. (Ed.) *The Affordable Care Act as a National Experiment: Health Policy Innovations and Lessons*. Springer.

Blogs and Papers

DuGoff, E., Bishop, S., & Rawal, P. (2014). [Hospital Readmission Reduction Program Reignites Debate Over Risk Adjusting Quality Measures](#). *Health Affairs Blog*.

Rawal, P. (2016). [We Can't Afford the Myths Behind the Affordable Care Act](#). *The Hill*.

Rawal, P. (2017). [Evidence-Based Health Policy – Caught in the Crosshairs of Politics and Health Reform](#). *TCOM Conversations*.

Rawal, P., Rak, J., Docteur, E., & Zawistowich, L. (2020). [Expanding Community-Based Immunization to Meet Today's Vaccine Challenges](#). *Health Affairs Forefront*.

Rawal, P., Cloke, A., & Zawistowich, L. (2021). [Making Alternative Payment Models Work for Patients](#). *Health Affairs Forefront*.

Jacobs, D., Rawal, P., Fowler, M., & Seshamani, M. (2022). [Expanding Accountable Care's Reach among Medicare Beneficiaries](#). *New England Journal of Medicine*.

Fogler, S., O’Connell, M., Quinton, J., Ritter, C., Waldersen, B., & Rawal, P. (2022). [Pathways for Specialty Care Coordination and Integration in Population-based Models](#). *CMS Blog*.

Finke, B., Davidson, K., & Rawal, P. (2022). [Addressing Challenges in Primary Care – Lessons to Guide Innovation](#). *JAMA Health Forum*.

Fowler, L., Rawal, P., Fogler, S., Waldersen, B., O’Connell, M., & Quinton, J. (2022). [The CMS Innovation Center’s Strategy to Support Person-centered, Value-based Specialty Care](#). *CMS Blog*.

Rawal, P., Jacobs, D., Fowler, L., & Seshamani, M. (2023). [Building On CMS’s Accountable Care Vision to Improve Care for Medicare Beneficiaries](#). *Health Affairs Forefront*.

Rawal, P., Quinton, J., Hughes, D., & Fowler, L. (2023). [The CMS Innovation Center’s Strategy to Support High-quality Primary Care](#). *CMS Blog*.

Fowler, L., Rudolph, N., Davidson, K., Finke, B., Flood, S., Bernheim, S., & Rawal, P. (2023). [Accelerating Care Delivery Transformation – The CMS Innovation Center’s Role in the Next Decade](#). *NEJM Catalyst*.

Jacobs, D., Rawal, P., Schreiber, M., Hughes, D., Fowler, L., Seshamani, M. (2024). [Update On the Medicare Value-Based Care Strategy: Alignment, Growth, Equity](#). *Health Affairs Forefront*.

Fowler, L., Fogler, S., Schreiber, C., Waldersen, B., Kehoe, G., Roiland, R., Wolf, S., Goldman, A., & Rawal, P. (2024). [The CMS Innovation Center’s Strategy to Support Person-Centered, Value- Based Specialty Care: 2024 Update](#). *Health Affairs Forefront*.

Bernheim, S., Rudolph, N., Quinton, J., Driessen, J., Rawal, P., & Fowler, L. (2024). [Elevating Quality, Outcomes, and Patient Experience Through Value-Based Care: CMS Innovation Center’s Quality Pathway](#). *NEJM Catalyst*.

Rawal, P., Seyoum, S., & Fowler, L. (2024). [Advancing Health Equity Through Value-Based Care: CMS Innovation Center Update](#). *Health Affairs Forefront*.

Gordon, W., Hruban, Z., McGhee, V., Coutts, T., Rawal, P., & Fowler, L. (2024). [Improving Participation in Value-Based Care—The CMS Innovation Center’s Data-Sharing Strategy Initiative](#). *Health Affairs Forefront*.

Rawal, P., Jacobs, D., Lapin, P., Pilotte, J., Fogler, S., Howe, R., Seshamani, M. & Fowler, L. (2024). [Expanding Permanent Pathways in Medicare For Accountable Care](#). *Health Affairs Forefront*.

Chong, A., Honig, B., Fowler, E., Rawal, P., Fogler, S., & Blackwell, K. (2025). [Role of Oncology in the Centers for Medicare and Medicaid Services Innovation Center’s Comprehensive Specialty Strategy](#). *JCO Oncology Practice*.

Fowler, L., Fishman, E., Rawal, P., Lukens, E., Schreiber, C., Cardin, M., & Duvall, T. (2025). [Successor Models, Scaling Pathways, and the CMS Innovation Center](#). *CMS Blog*.

Fowler, L., Brooks-Lasure, C., & Rawal, P. (2025). [Innovation at CMS: Advancing a Person-Centered Health System](#). *Health Affairs Forefront*.

Bernheim, S., Driessen, J., Rudolph, N., Quinton, J., Muldoon, L., Duvall, T., Rawal, P., & Fowler, L. (2025). [Quality Pathway Implementation at the CMS Innovation Center](#). *Health Affairs Forefront*.

Fowler, E., Rawal, P., Sundaramoorthy, D., & de la Guardia, M. (2025). [The CMS Innovation Center’s Role in Addressing Greenhouse Gas Emissions](#). *JAMA*.

Fowler, E., Rawal, P., & Calloway, R. (2025). [The Spillover Effect of the CMS Innovation Center](#). *NEJM Catalyst*.

Lehman, V., Stuck, A., Brown, K., Bai, W., Rawal, P., Margolis, P., Saunders, R., McClellan, M. (2025). [Rapid Learning for Accountable Care Adoption](#). *Health Affairs Forefront*.

Fowler, E., Jouve, I., Liu, A. & Rawal, P. (2026). [Aligning the Stars: Modernizing Quality Incentives and Increasing Transparency in Medicare Advantage](#). *Health Affairs Forefront*.

Rawal, P. & Fowler, E. (2026). [Reengineering ACOs to Make Medicare Competitive](#). *Health Affairs Forefront*.

Ford, A., Brown, K., Bonesteel, R., McStay, F., McWilliams, J., Rawal, P., Oberoi, N., & McClellan, M. (2026). [Reforming Benchmarks to Promote and Sustain Care Delivery Transformation](#). *Health Affairs Forefront*.

Fowler, E., Jouve, I., Liu, A., & Rawal, P. (2026). [Beyond Star Ratings: Proposal for a Medicare Advantage Transparency Scorecard](#). *Health Affairs Forefront*.

Issue Briefs and Reports

Rawal, P. & Longnecker, D. (2015). [National Summit on Advanced Illness Care: Driving Change through Leadership, Evidence & Action – Summary Whitepaper on Key Learnings for Communities and Health Systems](#). Prepared for PCORI.

Rawal P. & McCabe M. (2016). [Health Care Reform and Programs that Provide Opportunities to Promote Children’s Behavioral Health](#). *NAM Perspectives*.

Kendall, D. & Rawal, P. (2016). [Make Telehealth an Easy Way for Patients to Get Care](#). Prepared for Thirdway.

Community Service

Board of Trustees, Woodley House

2015-2021

- Board Member for the Woodley House, a DC non-profit that provides housing supports for residents with mental illness so that they can live full and healthy lives with dignity
- Member of the Development Committee to raise private funds to sustain the organization’s mission and improve its financial stability