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| **HSCRC Total Cost of Care Work Group Members** | |
| **Linda Bartnyska**  Director, Center for Analysis & Information Systems  Maryland Health Care Commission | **Doug Mitchell, MD**  CEO  Physicians Inpatient Care Specialists |
| **Colleen Ceradini**  CEO  Maryland Primary Care Physicians | **Robert Murray**  Consultant  CareFirst |
| **John Colmers**  VP, Health Care Transformation & Strategic Planning, Johns Hopkins Medicine | **Michael Myers**  VP, Regulatory Reporting & Reimbursement  LifeBridge Health |
| **Alicia Cunningham**  VP, Reimbursement and Revenue Advisory Services  University of Maryland Medical System | **Orlee Panitch, MD**  Physician, Emergency Medicine  USACS |
| **Pat Czapp, MD**  Chair of Clinical Integration  Anne Arundel Medical Center | **Chad Perman**  Director, Health Systems Transformation  Maryland Department of Health |
| **Justin Deibel**  Senior VP and CFO  Mercy Medical Center | **Ramani Peruvemba, MD**  Physician  Pain Management Specialists |
| **Steven Evans, MD**  Executive VP, Medical Affairs & CMO  MedStar Health | **Leni Preston**  President  Consumer First |
| **Stuart Guterman**  Senior Scholar in Residence  Academy Health | **Kristen Pulio**  Associate VP of Reimbursement  Adventist HealthCare |
| **David Johnson**  Senior VP, Senior Consultant  Segal Consulting | **Robert Reilly**  CFO  Anne Arundel Medical Center |
| **Adam Kane**  Senior VP, Corporate Affairs  Erickson Living | **Bruce Richie**  VP of Finance & CFO  Peninsula Regional Medical Center |
| **Traci La Valle**  VP, Financial Policy & Advocacy  Maryland Hospital Association | **Mike Robbins**  Senior VP, Rate Setting  Maryland Hospital Association |
| **Elizabeth Lee**  CFO  Park West Health Systems, Inc. | **Tricia Roddy**  Director, Office of Planning  Maryland Department of Health |
| **Mitch Lomax**  Director, Reimbursement and Compliance  Saint Agnes Hospital | **Joseph Ross**  President & CEO  Meritus Health |
| **Paul Miller**  Senior VP of Operations & Products  LifeSpan Network | **Kathy Talbot**  VP of Rates and Reimbursement  MedStar Health |